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Cultural Adaptation of Internet Marketing

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Brand loyalty, Consumer purchase intention, Collective memory, religion, Ethno cultural factors, predictors, Turkey.

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Abstract: This study aimed to investigate the cultural adaptation of Internet Marketing, a model was proposed suggesting a set of predictors, the study was conducted in the Turkish context The target population for this study is online shoppers in Turkey. by adopting the quantitative descriptive analytical approaches. Turkish consumers were targeted randomly using a questionnaire that was developed by reviewing literature and prior studies, furthermore, online means was used to share the questionnaire, during May and June of 2024, a total 471 responses were gathered, of which 463 responses were considered valid for analysis. Processing of data was carried out using the Statistical package for social science [SPSS] version 27, along with Structural Equation Modelling [SEM] approach through Smart Partial Least Squares [PLS] version 4, below are main findings by the study: The following were the significant predictors of Buying Impulse: Individualism / collectivism [0.169*], Relation to time [0.335*], Extrinsic religiosity [0.243*] and Reluctance-to-Buy Foreign Products [0.148*], The following were the significant predictors of Online purchase intention: Openness to new things [0.178*], Individualism / collectivism [0.244*], Relation to time [0.298*] and Extrinsic religiosity [0.095*], Both Buying Impulse and Online purchase intention were significant predictors of Brand loyalty scoring influence coefficients [0.471*] and [0.204*] respectively. recommendations: Companies in Turkish context should consider that surveyed Turkish consumers have moderate levels of brand loyalty requiring more efforts to satisfy such consumers in order to maintain high levels of loyalty.

التكيف الثقافي للتسويق عبر الإنترنت

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معهد الدراسات العليا لإدارة الأعمال / جامعة التينباش

المستخلص

تهدف هذه الدراسة إلى استكشاف التكيف الثقافي في التسويق عبر الإنترنت، حيث تم اقتراح نموذج يحدد مجموعة من العوامل المتنبئة. وقد أجريت الدراسة في السياق التركي، وكانت الفئة المستهدفة للدراسة هي المتسوقون عبر الإنترنت في تركيا، باستخدام المناهج الكمية والوصفية التحليلية. تم استهداف المستهلكين الأتراك عشوائياً من خلال استبيان تم تطويره استناداً إلى مراجعة الأدبيات والدراسات السابقة. علاوة على ذلك، تم استخدام الوسائل الإلكترونية لنشر الاستبيان في شهري مايو ويونيو من عام 2024. تم جمع 471 استجابة، تم اعتبار 463 منها صالحة للتحليل. تم معالجة البيانات باستخدام برنامج الحزمة الإحصائية للعلوم الاجتماعية [SPSS] الإصدار 27، بالإضافة إلى استخدام نموذج المعادلات الهيكلية [SEM] من خلال برنامج التحليل الجزئي للأقل المربعات [PLS] الإصدار 4. فيما يلي أهم النتائج التي توصلت إليها الدراسة: كانت العوامل المتنبئة المهمة للميل للشراء: الفردية/الجماعية [0.169]، العلاقة بالوقت [0.335]، التدين الخارجي [0.243]، والتردد في شراء المنتجات الأجنبية [0.148]*. وكانت العوامل المتنبئة المهمة بنية نية الشراء عبر الإنترنت: الانفتاح على الأشياء الجديدة [0.178]*، الفردية/الجماعية [0.244]*، العلاقة بالوقت [0.298]*، والتدين الخارجي [0.095]*. كانت كل من الميل للشراء ونية الشراء عبر الإنترنت عوامل متنبئة مهمة للولاء للعلامة التجارية، حيث كانت مؤشرات التأثير [0.471]* و [0.204]* على التوالي. التوصيات: ينبغي على الشركات في السياق التركي أن تأخذ في الاعتبار أن المستهلكين الأتراك الذين تم استطلاع آرائهم لديهم مستويات متوسطة من الولاء للعلامة التجارية، مما يتطلب مزيداً من الجهود لإرضاء هؤلاء المستهلكين من أجل الحفاظ على مستويات عالية من الولاء.

الكلمات المفتاحية: الولاء للعلامة التجارية، نية شراء المستهلك، الذاكرة الجماعية، الدين، العوامل الإثنوقافية، العوامل المتنبئة، تركيا.

1. Introduction

The relationship between consumer behaviour, its cultural characteristics and brand loyalty has been widely considered in various studies. Modern approaches to customer loyalty define it as something more than influencing the consumer's mind for encouraging him to re-purchase. The structure of customer loyalty consists of the customer's attitude to the product (service), the customer's behaviour and knowledge about the product (service) itself which are reflected in his preferences and the formation of an attitude towards a particular brand. It is important to assess consumer loyalty as a significant competitive advantage, In the scientific literature many researchers have tried to identify the parameters of national culture that have

the greatest impact on purchasing decisions and increasing customer loyalty (De Mooij, 2019; 2; Peña-García et.al, 2020: 316). The parameters determining the cultural characteristics of each nation are also widely studied in the studies. They make it possible to determine behavioural patterns to one degree or another (for example, Zimu, 2023; 33; Mansori, et.al, 2015; 42; Wang & Chapa, 2023; 14), The development of information technology and the reduction of geographical barriers provide companies with access to consumers worldwide. In this environment, business success is determined by two key factors. Firstly, it involves understanding and accounting for the characteristics of the target markets' national cultures, as cultural context largely shapes consumer behavior and preferences (Rustamkulovna, 2022; 623). Secondly, it requires the ability to select and apply relevant marketing tools that align with the audience's cultural traits. Thus, effective marketing in the digital age demands a thorough analysis of consumers' national specifics combined with the adaptation of modern promotion methods, it is worth noting that many existing empirical studies on the influence of culture on consumer behavior do not fully consider the role of the latest marketing tools, opening up prospects for further exploration of this issue (Ibrahim & Falola, 2021; 86). Also, a significant amount of research is devoted to a specific aspect of culture and does not consider them comprehensively. For example, Alnassai examines language barriers (Alnassai & Roze, 2024; 1297), Fatehi conducts an analysis in the context of one parameter – individualism /collectivism (Fatehi et.al, 2020; 9). It is assumed that the relationship between cultural factors and brand loyalty in the context of the transformation of marketing tools has not been sufficiently studied, Differences in models defining cultural identity, different methodologies for studying the impact of culture on consumer loyalty, and the difference between online and offline marketing explain the heterogeneity of the results obtained. However, existing research has become a source for further analysis and expansion of this area of knowledge, including the possibility of adapting marketing tools to the modern realities of the digital world. The practical significance of this study lies in expanding knowledge on the impact of cultural factors on consumer behavior and brand loyalty within the context of internet marketing, laying the foundation for further research in intercultural marketing, particularly in digital environments.

This study is limited by its focus on Turkish online shoppers, which restricts the generalizability of findings to other regions or cultures. Additionally, excluding offline shoppers may bias results toward online consumer behavior, overlooking other segments. The data also reflects a specific timeframe, potentially missing long-term cultural and behavioral shifts. Future research should expand to diverse geographical contexts and include offline shoppers for more comprehensive insights.

1-1. Primary Research Questions: Based on the research objective and model, the following primary research questions have been formulated:

1. How do ethno cultural factors, such as openness to new things, individualism/collectivism, and relation to time, influence consumer purchase intention in the context of internet marketing?
2. What is the impact of religious factors, including intrinsic and extrinsic religiosity, on consumer purchase intention in the digital marketplace?
3. To what extent does collective memory, encompassing consumer ethnocentrism and reluctance to buy foreign products, affect consumer purchase intention?
4. How does consumer purchase intention, manifested through buying impulse and online purchase intention, influence brand loyalty in the context of internet marketing?

1-2. Purpose of The Study: Therefore, the researcher will conduct this study to determine how culture adaptation of internet marketing in Türkiye. The following goals will be the overarching focus of the present investigation:

- A. Explaining the Impact of ethnocultural factors, such as openness to new things, individualism/collectivism, and relation to time, influence consumer purchase intention in the context of internet marketing.
- B. Explaining the Impact of religious factors, including intrinsic and extrinsic religiosity, on consumer purchase intention in the digital marketplace.
- C. Explaining the Impact of collective memory, encompassing consumer ethnocentrism and reluctance to buy foreign products, affect consumer purchase intention.
- D. Explaining the Impact of collective memory, encompassing consumer ethnocentrism and reluctance to buy foreign products, affect consumer purchase intention.

E. Explaining the Impact of consumer purchase intention, manifested through buying impulse and online purchase intention, influence brand loyalty in the context of internet marketing.

1-3. The Research Mode

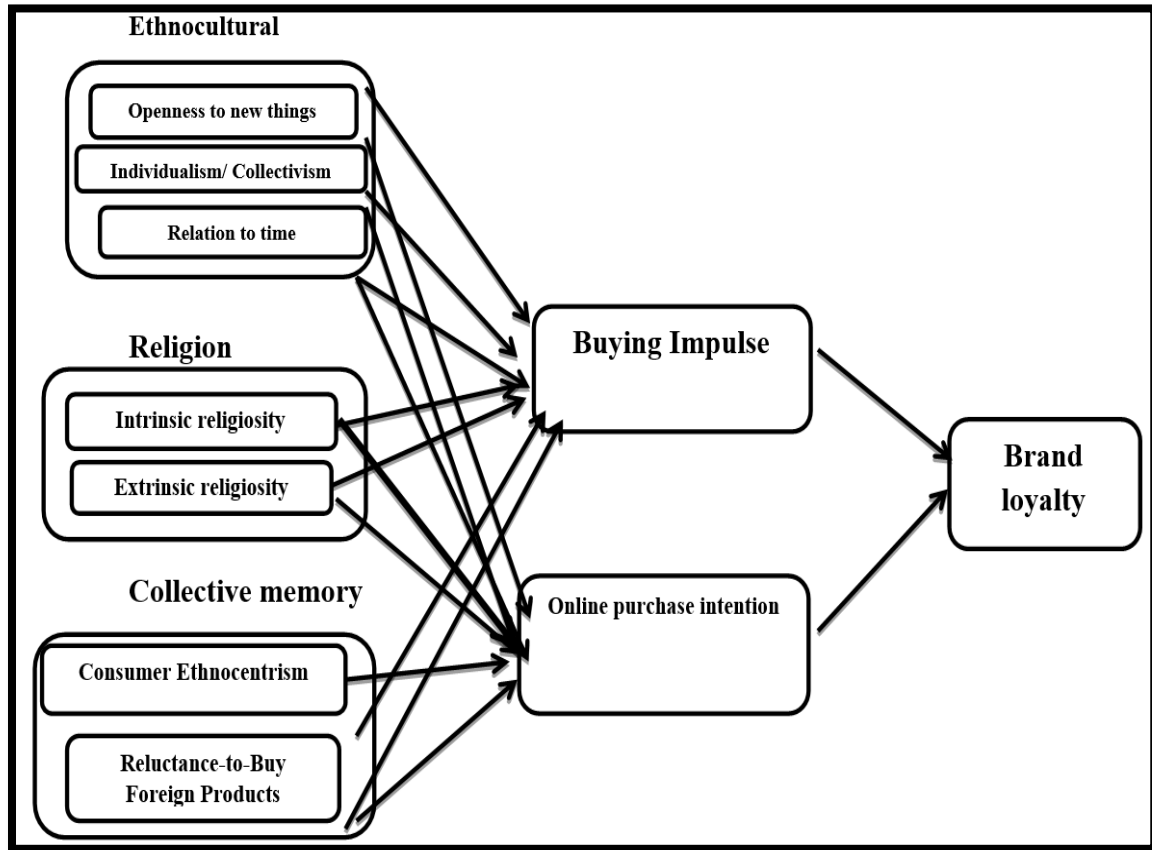


Figure 3.1: Hypothesized Conceptual Model

The model, as depicted in Figure 3.1, illustrates the proposed connections between ethnocultural factors (openness to new things, individualism/collectivism, and relation to time), religious factors (intrinsic and extrinsic religiosity), collective memory (consumer ethnocentrism and reluctance to buy foreign products), consumer purchase intention (buying impulse and online purchase intention), and brand loyalty.

The research model suggests that ethnocultural factors, religious factors and collective memory have a direct positive effect on consumer purchase intention. In turn, consumer purchase intention, comprising buying impulse and online purchase intention, is hypothesized to positively influence brand loyalty. By examining these relationships, the study aims to provide a holistic understanding of how cultural factors shape consumer behavior and loyalty in the context of internet marketing.

1-4. RESEARCH HYPOTHESES

H1: Openness to new things has a positive effect on Buying Impulse.

H2: Individualism / collectivism has a positive effect on Buying Impulse.

H3: Relation to time has a positive effect on Buying Impulse.

H4: Intrinsic religiosity has a positive effect on Buying Impulse.

H5: Extrinsic religiosity has a positive effect on Buying Impulse.

H6: Consumer Ethnocentrism has a positive effect on Buying Impulse.

H7: Reluctance-to-Buy Foreign Products has a positive effect on Buying Impulse.

H8: Openness to new things has a positive effect on Online purchase intention.

H9: Individualism / collectivism has a positive effect on Online purchase intention.

H10: Relation to time has a positive effect on Online purchase intention.

H11: Intrinsic religiosity has a positive effect on Online purchase intention.

H12: Extrinsic religiosity has a positive effect on Online purchase intention.

H13: Consumer Ethnocentrism has a positive effect on Online purchase intention.

H14: Reluctance-to-Buy Foreign Products has a positive effect on Online purchase intention.

H15: Buying Impulse has a positive effect on Brand loyalty.

H16: Online purchase intention has a positive effect on Brand loyalty.

2. Research Design : This study has quantitative and exploratory cross-sectional descriptive characteristics. Data will be gathered by a survey questionnaire and analysed using SPSS. After information is gathered, formatted, and input into a computer.

2-1. Ethnocultural Factors: In contemporary research, an ethnos is viewed as a unique type of social group formed through historical development influenced by various factors – historical, cultural, socio-economic, and political. This distinct community of people has naturally evolved over a prolonged historical process. The characteristics and defining features of an ethnos are not directly dependent on individual members but are the result of the complex interplay of numerous factors spanning multiple generations (Ungar & Liebenberg, 2013; 516). However, the established cultural code of

an ethnos exerts a significant impact on the behavior and worldview of individuals belonging to this group. In this study, the concept of ethnos is defined as the collective nature of human communities and the mechanisms through which cultural heritage shapes the behavior and worldview of individuals within these groups (Rustamkulovna, 2022; 624). The historical process of an ethnic group's formation plays a pivotal role in shaping the cultural behavioral characteristics of its members. Over centuries, traditions, customs, language, religious beliefs, historical memory, economic activities, and interactions with other cultures have left an indelible mark on the mentality, values, and everyday cultural practices of an ethnic community, this list of factors is not exhaustive, and in each case, additional significant aspects may emerge that define the unique features of an ethnos (Ruzikulovna, 2024; 57). The combination of these elements creates a unique cultural code that is transmitted across generations and shapes the identity of the ethnic group (Yurchenko, 2016; 2). From the perspective of an individual member, this cultural code is regarded as a foundational framework for understanding the world, influencing actions, including consumer behavior (Stadnichenko et.al, 2021; 2). Consequently, the historical formation of an ethnos can be viewed as a cultural factor that shapes the preferences, attitudes, and choices of consumers within the ethnos. Consumer behavior within ethnic groups typically follows a standard sequence of steps: recognizing needs, evaluating financial capacities, selecting the desired product or service, negotiating, making the purchase, and subsequently using the acquired goods or services (Goncharov & Kolosova, 2019; 4). However, the goals and models of this behavior, as well as the communication strategies employed in the decision-making process, are largely shaped by the cultural values of a particular ethnic group. In other words (Kapıkıran, 2023; 11512), the cultural traditions, preferences, and tastes that have developed throughout the historical evolution of an ethnic group have a significant influence on how its members recognize their needs, make choices, and engage in communication within the context of consumer behavior. Cultural conditioning, therefore, manifests itself at every stage of the classical consumption pattern in ethnic groups, shaping the way individuals perceive, evaluate, and act upon their consumption decisions

(Busolo & Woodgate, 2015; 102). Understanding the role of cultural values in consumer behavior is essential for businesses seeking to effectively target and engage with different ethnic groups in the marketplace. In the group of ethnocultural factors influencing consumer behavior of representatives of various ethnic groups, the following key parameters can be distinguished (Stuart et.al, 2022; 14).

2-2. Religious Factors: Religion, as a fundamental aspect of culture, has a profound influence on shaping individuals' beliefs, value orientations, and behavioral patterns, including those in the realm of consumption. Religious beliefs and practices act as determinants of consumer choices, brand preferences, and overall consumption patterns. This influence is especially evident in societies where religion plays a central role in daily life, such as in many Islamic countries (Wang & Wong, 2021; 1168). To understand the relationship between religion and consumer behavior, it is essential to explore the diverse mechanisms through which religious factors impact individual decisionmaking processes, as well as to analyze the implications of this influence for businesses operating in different religious contexts (Leurent et.al, 2013; 2111). Islam, as both a religious and cultural system, imposes significant restrictions on the consumer behavior of its followers, shaping specific needs and preferences among individuals. For instance, the Quran contains direct prohibitions that affect consumer choices, such as the ban on certain foods (pork, alcohol) and on gambling. Additionally, Islamic culture places high importance on upholding standards of public morality, modesty in dress and appearance, and principles of moderation and prudence in financial expenditures (Aman et.al, 2021; 65). Financial institutions operating in Islamic countries are subject to specific regulations rooted in religious norms, which significantly limit their ability to conduct conventional marketing campaigns. In the context of interdisciplinary studies of consumer behavior, religion is considered as one of the key elements of culture, which has a significant impact on the formation of value attitudes, norms and patterns of consumption (Agardh et.al, 2011; 27). Religious belief systems, cult practices and relevant social institutions act as a kind of translators of certain value orientations and regulators of behavioral models for adherents of a particular faith (Mansori, 2012; 302).

2-3. Factors of Historical Development (Historical, Collective Memory):

As of today, the relationship between the influence of an ethnic group's collective memory and consumer behavior in the modern world has been poorly studied in scholarly works. The interconnection between various groups of people belonging to different nationalities, religious, and cultural communities is becoming increasingly close. Thanks to the development of technologies and means of communication, people from different regions of the world have gained the ability to actively interact, exchange information, ideas, and values. This has led to an intensification of mutual influence and cultural interpenetration, which, in turn, is reflected in consumer behavior (Heersmink, 2023; 253). People are beginning to take an interest in and adopt habits, tastes, and preferences characteristic of other cultures, forming new trends and consumption patterns. For companies, especially those operating in the online environment with a global audience reach, taking these processes into account becomes important for maintaining their competitiveness, since a generalized (unified) approach to marketing is ineffective. Ignoring the influence of intercultural interactions on consumer behavior can have serious negative consequences for business—misunderstanding, rejection, or alienation from target audiences. Marketing propositions that do not resonate with the cultural values and expectations of consumers can be perceived as inappropriate, offensive, or even hostile, leading to a loss of trust, reputation, and brand loyalty (HaghighatBin et.al, 2024; 3). As a result, insufficient attention to intercultural factors can lead to missed opportunities in rapidly growing and promising markets where cultural adaptation is the key to success (Malinova, 2021; 431).

However, a similar factor stands out in the study Fouka & Voth, concluded that during the debt crisis in Greece in 2009, anti-German sentiments intensified against the background of memories of history - during World War II, German troops committed mass murders in Greece during the occupation of the country. The authors point out that collective memory has an impact not only on political behavior, but also on economic – negative attitudes towards German brands and falling sales of German cars (Fouka et, al, 2023; 856).

Harari also points out that collective memory is considered as a "mythical glue", which is presented as a set of common ideas, traditions and myths stored in the minds of a group of people. It functions in order to interact with large groups of people who do not have genetic connections. Collective memory allows people to form common ideas and values, as well as create "imaginary communities" - groups united by common interests, goals or ideas that may exceed the boundaries of real social or geographical communities.

2-4. The Relationship Between Consumer Behavior and Brand Loyalty:

In the digital age, consumer loyalty is formed based on a personalized approach that takes into account their behavior, preferences, emotions, and cultural characteristics. Companies need to use advanced analytical models that integrate data from various sources, identify significant patterns, and provide up-to-date insights. This allows creating a brand experience that resonates with the needs and values of the audience on a deep level, strengthening the emotional connection and perceived brand value. Choosing the right models for analyzing consumer behavior becomes a key factor in building loyalty in the long term (Hakkak et.al, 2015; 372).

Customer satisfaction, customer loyalty, and their relationship as scientific categories have been sufficiently studied. Customer satisfaction is considered as a psychological state that occurs in a person after purchasing and using a product or service, when his real experience meets or exceeds his expectations (Dam et. al, 2021; 588). Loyalty can be considered as a long-term commitment of a consumer to a particular brand, product or service, manifested in repeated purchases and preference of a given company over competitors.

The effective construction of a customer loyalty system depends on its preliminary assessment, as well as an analysis of customer satisfaction. However, the process of evaluating these indicators itself faces a number of difficulties, one of which is the lack of a unified assessment methodology. The problem of assessing consumer behavior and its relativity lies in the variety of methods and approaches, which largely depend on the degree of complexity of data collection and processing, and the quality of the information received, In addition, the problem of the applicability of

methods for measuring customer satisfaction and loyalty can vary significantly depending on the specifics of the business sector (in particular, there is a significant difference between the provision of services and the sale of goods). Incorrect choice of assessment methods or their incorrect application can lead to erroneous interpretation of data, which, in turn, negatively affects the understanding of the actual needs and preferences of customers. This can ultimately lead to a decrease in the loyalty of existing customers, since the company's actions are based on incorrect assumptions about what is really important, Digitalization of marketing opens up new opportunities for in-depth interaction with consumers through digital platforms (for example, social networks), but requires companies to make significant efforts in developing and implementing multi-level communication strategies (Kotler et al., 2021; 32).

3. Methodology

3-1. Sampling Procedure: The target population for this study is online shoppers in Turkey. An online dashboard was used to collect data, which made it possible to cover a wide range of demographic groups and ensure the representativeness of the sample.

3-2. Data coding and screening: Online form was used to gather responses from respondents, mainly social media platforms were used to share the link of the questionnaire, during May and June of 2024 data was collected, in total 471 responses were gathered, and the clear sample that was deemed for further analysis comprised of 463 observations.

3-3. Analysis approach and used statistical tests: Processing of data was carried out using the Statistical package for social science [SPSS] version 27, this package provided required tools and tests to code data and conduct preliminary data check along with gathering descriptive analysis, meanwhile, to examine the measurement model and test the suggested hypotheses, Structural Equation Modelling [SEM] approach was used through using Smart Partial Least Squares [PLS] version 4. Generally, SEM approach is one of robust approaches of second-generation analyzing approaches that assist researchers in analyzing data by applying the Confirmatory Factor Analysis [CFA] approach, SEM approach is superior in analyzing complex multilevel models (Hair et al., 2021), such as the model

of current study, accordingly, this approach was seen fitting the needs of this study. Furthermore, PLS-SEM was used over AMOS-SEM as PLS-SEM fits better for exploratory studies that lack a strong theory due to its capability in maximizing the amount of explained variance through the use of iterative estimations of structural models that are based on ordinary least squares (Woodside, 2013; 466). The application of PLS-SEM encompasses two steps, in the first one the measurement model is examined, whereas, in the later one the structural model is examined, in examining the measurement model, the underlying factor structure is examined to confirm the validity and reliability of the constructs, meanwhile, in examining the structural model, the causal relationships between the variables are examined (Leguina, 2015; 23).

Further, to ensure the accuracy of estimation results of regression models, its vital to check that high collinearity issues doesn't exist between the predictors of the model. Pallant (2020) suggested three tests to be checked to diagnose collinearity issue. Table (2) gathered the results of proposed tests were as follows: Tolerance: the least value for Tolerance that should be exceeded to avoid collinearity issue is 0.10. By following presented results in Table (1), the least scored value was [.281] above the proposed cutoff, showing a proof that model predictors are not influenced by high collinearity. Variance Inflation Factor (VIF): the highest value for VIF that should not be exceeded to avoid collinearity issue is 10. By following presented results in Table (1), the highest scored value was [3.563] below the proposed cutoff, showing a proof that model predictors are not influenced by high collinearity. Pearson correlations: the highest value for Pearson correlation that should not be exceeded to avoid collinearity issue is 0.90. By following presented results in Table (1), the highest scored correlation value was [0.769] below the proposed cutoff, showing a proof that model predictors don't have high correlations. Results of reported tests demonstrated that high collinearity was not issuing in the model of present study, therefore, entailing that the model is suitable for regression estimation.

Table (1): Checking collinearity issue based on Tolerance, Variance Inflation Factor (VIF) and Pearson correlations coefficients [n= 463]

Construct	Tolerance	VIF	Pearson correlation						
			1	2	3				
Openness to new things	.366	2.734	1						
Individualism / collectivism	.281	3.563	0.752**	1					
Relation to time	.322	3.107	0.728**	0.769**	1				
Intrinsic religiosity	.416	2.405	0.493**	0.584**	0.602**	1			
Extrinsic religiosity	.337	2.967	0.634**	0.719**	0.672**	0.626**	1		
Consumer Ethnocentrism	.379	2.639	0.540**	0.628**	0.591**	0.722**	0.666**	1	
Reluctance-to-Buy Foreign Products	.404	2.473	0.614**	0.652**	0.635**	0.588**	0.716**	0.631**	1

** Correlation is significant at (0.01) level

Examining the quality of the measurement model: The questionnaire is the measurement model that was used to collect the perceptions of respondents toward the variables in this study, accordingly, it is considered the tool that was used to gather data, hence, its vital to ensure that this tool satisfy the statistical guidelines of design. The application of PLS-SEM started with examining the structural model in order to examine the underlying factor structure of the model constructs, this is based on applying the Confirmatory Factor Analysis [CFA] to check the association between statements and its proposed constructs. The CFA provides a set of indicators that assist in checking the reliability and validity of the measurement model (Hair et al., 2021; 47). The initial step in examining the measurement model is the correlation and association between each statement and its proposed construct, as each statement contribute toward its construct, therefore, its vital to score a significant positive correlation that is measured through Factor Loading [FL], Hair et al. (2021) proposed that statement consistency with its constructs require having significant positive correlations that needs to be above 0.50 cutoff and the better to exceed 0.70 cutoff. Table (2) gathered FL of the model statements with its proposed constructs, it was found that all statements were significantly correlated to its proposed constructs, all FL coefficients were significant at 0.001 level showing high level of significance supported by its t-value coefficients that all were above the critical value of 1.96, furthermore, all FL values were above the minimum cutoff 0.50, and majority were above preferred 0.70 cutoff, in fact,

dropping any of statements due to low FL was not necessary as subsequent criterions for validity and reliability were found in its suggested levels, hence, all statements in the measurement model were retained satisfying the guidelines of statements consistency with its constructs as proposed by (Hair et al., 2021).

Table (2): Checking statements consistency [Factor Loading [FL]] of the measurement model statements based on Confirmatory Factor Analysis results [n= 463]

Construct	Statement	FL	t-value	Construct	Statement	FL	t-value
Openness to new things	ONT1	0.807	30.577***	Consumer Ethnocentrism	CE1	0.735	24.784***
	ONT2	0.804	26.304***		CE2	0.652	18.310***
	ONT3	0.798	35.018***		CE3	0.746	23.843***
	ONT4	0.791	35.061***		CE4	0.651	19.724***
Individualism / collectivism	IC1	0.821	48.741***		CE5	0.768	31.713***
	IC2	0.815	43.391***		CE6	0.780	33.466***
	IC3	0.679	19.610***	Reluctance-to-Buy Foreign Products	RBFP1	0.806	37.461***
	IC4	0.812	37.330***		RBFP2	0.825	45.340***
	IC5	0.641	16.562***		RBFP3	0.850	52.958***
	IC6	0.598	13.505***		RBFP4	0.832	46.137***
Relation to time	RT1	0.715	20.858***	Buying Impulse	BI1	0.785	33.906***
	RT2	0.753	25.222***		BI2	0.798	30.257***
	RT3	0.724	21.665***		BI3	0.847	63.201***
	RT4	0.724	24.660***		BI4	0.854	50.583***
	RT5	0.707	20.898***	Online purchase intention	OPI1	0.869	74.706***
	RT6	0.766	30.873***		OPI2	0.765	28.968***
Intrinsic religiosity	IR1	0.822	38.794***		OPI3	0.849	45.932***
	IR2	0.858	62.657***	Brand loyalty	BL1	0.852	55.584***
	IR3	0.795	32.275***		BL2	0.826	42.107***
Extrinsic religiosity	ER1	0.842	43.199***		BL3	0.789	32.841***
	ER2	0.868	64.153***	//			
	ER3	0.794	35.013***				
	ER4	0.799	31.613***				
	ER5	0.855	54.964***				

***P < 0.001

Reliability indicates the extent to which a construct measure can provide consistent results each time that is used in similar conditions, (Sekaran & Bougie, 2019; 311) suggested that statistical reliability can be satisfied based on having Cronbach alpha coefficient that exceed the minimum cutoff 0.70. Gathered Cronbach alpha coefficients presented in Table (3) demonstrated high levels of reliability for the measurement model constructs, all constructs were seen having Cronbach alpha coefficients above 0.70 cutoff. In regard of Constructs internal consistency, Composite Reliability [CR] measures the extent to which a set of statements that share a specific theoretical concept are close to each other to measure same theoretical concept, Hair et al. (2021) proposed that the minimum required cutoff to meet the internal consistency condition is 0.70. Referring to results presented in Table (4), all scored CR coefficients were above 0.70 cutoff entailing adequate amount of internal consistency that the constructs of the measurement model has. Furthermore, to measure the convergent validity of the model constructs, the amount of variance that the statements of the construct contribute toward its proposed construct is measured through AVE coefficient, Hair et al. (2021) suggested that convergent validity of the construct is met when its AVE coefficient exceed 0.50 cutoff. All reported AVE coefficients in Table (3) were found above 0.50 cutoff showing a support for the model convergent validity.

Table (3): Checking construct's statistical reliability and validity based on Cronbach alpha coefficients [n= 463]

Construct	Cronbach alpha	CR	AVE
Openness to new things	0.813	0.877	0.640
Individualism / collectivism	0.825	0.873	0.538
Relation to time	0.827	0.874	0.535
Intrinsic religiosity	0.766	0.865	0.681
Extrinsic religiosity	0.888	0.918	0.692
Consumer Ethnocentrism	0.817	0.868	0.524
Reluctance-to-Buy Foreign Products	0.847	0.897	0.686
Buying Impulse	0.839	0.892	0.675
Online purchase intention	0.771	0.868	0.687
Brand loyalty	0.761	0.863	0.677

Finally, each construct in the model should be distinct and different from other constructs as each one measure a different theoretical concept, to examine discriminant validity of the model, two approaches were presented in this section. The first one presented in below Table (4) gathers the Heterotrait-Monotrait ratio [HTMT] coefficients that show a support for discriminant validity in case of being below [1] cutoff and preferred to be below [0.85] cutoff for superior discriminant validity as suggested by Henseler et al. (2015). Gathered HTMT coefficient were all below [1] cutoff, further, majority were below [0.85] preferred cutoff showing a clear support for the model discriminant validity.

Table (4): Checking construct's discriminant validity based on Heterotrait-Monotrait ratio [HTMT] coefficients [n= 463]

Construct	1	2	3	4	5	6	7	8	9	10
Brand loyalty										
Buying Impulse	0.774									
Consumer Ethnocentrism	0.892	0.753								
Extrinsic religiosity	0.856	0.871	0.784							
Individualism / collectivism	0.793	0.905	0.768	0.842						
Intrinsic religiosity	0.850	0.727	0.916	0.760	0.738					
Online purchase intention	0.728	0.944	0.685	0.787	0.918	0.675				
Openness to new things	0.738	0.833	0.664	0.748	0.921	0.625	0.879			
Relation to time	0.721	0.932	0.718	0.783	0.930	0.756	0.928	0.890		
Reluctance-to-Buy Foreign Products	0.857	0.828	0.761	0.824	0.780	0.731	0.760	0.740	0.758	

The other approach to check for the model discriminant validity is the approach proposed by Fornell & Larcker (1981) presented in Table (5), a clear support for the model discriminant validity is provided considering that the square root of AVE coefficients that are listed at the diagonal of the table were found exceeding the correlation of its construct with other constructs in the model. Hence, its proofed again that the model has adequate discriminant validity. Presented results in this section provided a clear support that the measurement model satisfies all the conditions that is required for adequate underlying measures structure.

Table (5): Checking construct's discriminant validity based on Fornell-Larcker [n= 463]

Construct	1	2	3	4	5	6	7	8	9	10
Brand loyalty	0.823									
Buying Impulse	0.625	0.822								
Consumer Ethnocentrism	0.706	0.631	0.724							
Extrinsic religiosity	0.705	0.757	0.671	0.832						
Individualism / collectivism	0.643	0.771	0.645	0.736	0.734					
Intrinsic religiosity	0.648	0.586	0.724	0.626	0.601	0.825				
Online purchase intention	0.561	0.758	0.551	0.654	0.744	0.522	0.829			
Openness to new things	0.585	0.698	0.548	0.640	0.769	0.496	0.705	0.800		
Relation to time	0.579	0.785	0.595	0.676	0.781	0.602	0.741	0.736	0.732	
Reluctance-to-Buy Foreign Products	0.689	0.703	0.635	0.716	0.664	0.587	0.620	0.620	0.639	0.828

4. Presenting results and testing hypotheses

4-1. Sample demographics: In the first section of the questionnaire, demographics information of respondents was gathered, through counts and percentages, sample demographics were presented, demographics results were as follows:

Gender: the sample included respondents from both genders, despite female proportion exceeded male proportion, however, such gap was seen subtle, showing no serious gender issue in the sample, accordingly, the sample can be considered representative for the population. Males accounted for n= 186 [40.2%], meanwhile, females accounted for n= 277 [59.8%].

Age: diversity in term of respondents age were evident in the sample, however, majority of the sample were in young age which is expected due to the topic of the study that concerns with internet marketing, thereby, entailing such topic is more related to young generation that has adequate experience for technological means. Results for age groups scored as follows: the age group less than 18 years accounted n= 119 [25.7%], and the age group 18 – 24 years accounted n= 141 [30.5%], and the age group 25 – 49 years accounted n= 187 [40.4%], and for the age group 50 – 64 years n= 10 [2.2%] and for those aging more than 46 years n= 6 [1.3%].

Annual household income: surveyed respondents were at most of those moderate annual income representing the majority of Turkish

population. Results for annual household income were as follows: for the income 39.000 - 53.999 TL n= 241 [52.1%], and for the income 54.000 - 68.999 TL n= 113 [24.4%], and for the income 69.000 - 83.999 TL n= 52 [11.2%], meanwhile for the income 84.000 - 98.999 TL n= 13 [2.8%] and for the income 99.000 - 115.000 TL n= 44 [9.5%].

4-2. Descriptive analysis: In this section, descriptive analysis through Mean and Standard deviation [STD.] were presented in order to display the aggregate levels of sample agreement toward the variables in present study.

Table (6): Descriptive analysis results based on Mean and STD. [n= 463]

Construct	Descriptive		
	Mean	Level	STD.
Openness to new things	3.75	High	0.70
Individualism / collectivism	3.65	Moderate	0.65
Relation to time	3.72	High	0.66
Ethnocultural factors	3.71	High	0.61
Intrinsic religiosity	3.62	Moderate	0.64
Extrinsic religiosity	3.69	High	0.77
Religion factors	3.65	Moderate	0.64
Consumer Ethnocentrism	3.57	Moderate	0.66
Reluctance-to-Buy Foreign Products	3.50	Moderate	0.79
Collective memory factors	3.53	Moderate	0.65
Buying Impulse	3.72	High	0.75
Online purchase intention	3.69	High	0.75
Brand loyalty	3.46	Moderate	0.73

Based on findings gathered in Table (6), overall level of Ethnocultural factors as reported by respondents was high based on overall mean value that accounted [Mean= 3.71], entailing that surveyed Turkish consumers have high levels of Ethnocultural factors. In regard of the first factor that is Openness to new things, overall level of agreement toward this factor was high having a mean value of [3.75], and in regard of Individualism / collectivism, this factor has an overall mean value of [Mean= 3.65] which is in moderate level of agreement, entailing that surveyed Turkish respondents prefer the collectivism interest over the individualism interest to moderate level. Religion factors scored an overall mean value of [Mean= 3.65] entailing an overall moderate level of agreement among surveyed Turkish

consumers toward religious factors, Intrinsic religiosity factor was seen scoring moderate level of agreement with an overall mean value of [Mean= 3.62], in compare to [Mean= 3.69] for Extrinsic religiosity factor, thereby, entailing that surveyed Turkish consumers are consider religiosity aspects for extrinsic reasons more than intrinsic reasons, however, the gap between the two aspects in not huge.

Furthermore, Collective memory factors generally were in moderate level of agreement based on overall mean value of [Mean= 3.53], demonstrating that surveyed Turkish consumers have moderate level of adaptation of Collective memory, both factors Consumer Ethnocentrism and Reluctance-to-Buy Foreign Products scored moderate levels of mean values scoring resistively [Mean= 3.57] and [Mean= 3.53]. Moreover, Consumer purchase intention factors scored high levels of agreement as Buying Impulse factor had an overall mean value of [Mean= 3.72], and Online purchase intention factor had an overall mean value of [Mean= 3.69]. Finally, surveyed Turkish consumers have moderate levels of Brand loyalty as this variable scored a mean value of [Mean= 3.46]. Furthermore, neither of STD. values were above the threshold of [1], entailing homogeneity and agreement in assessments among respondents.

4-3. Hypotheses results: This section gives the results of hypotheses estimation based on path analysis that applies regression estimation. PLS-SEM was tested by applying regression estimation on the structural model. Figure (1) gives the estimation of the structural model, the quality of the structural model was examined based on the amount of explained variance that the independent variables were able to score in the dependent variables, this is based on R^2 coefficient. Recorded R^2 in the dependent variables were as follows: in Buying Impulse [74.1%], and in Online purchase intention [64.6%] and in Brand loyalty [40.9%], hereby, showing adequate explanatory power in the model.

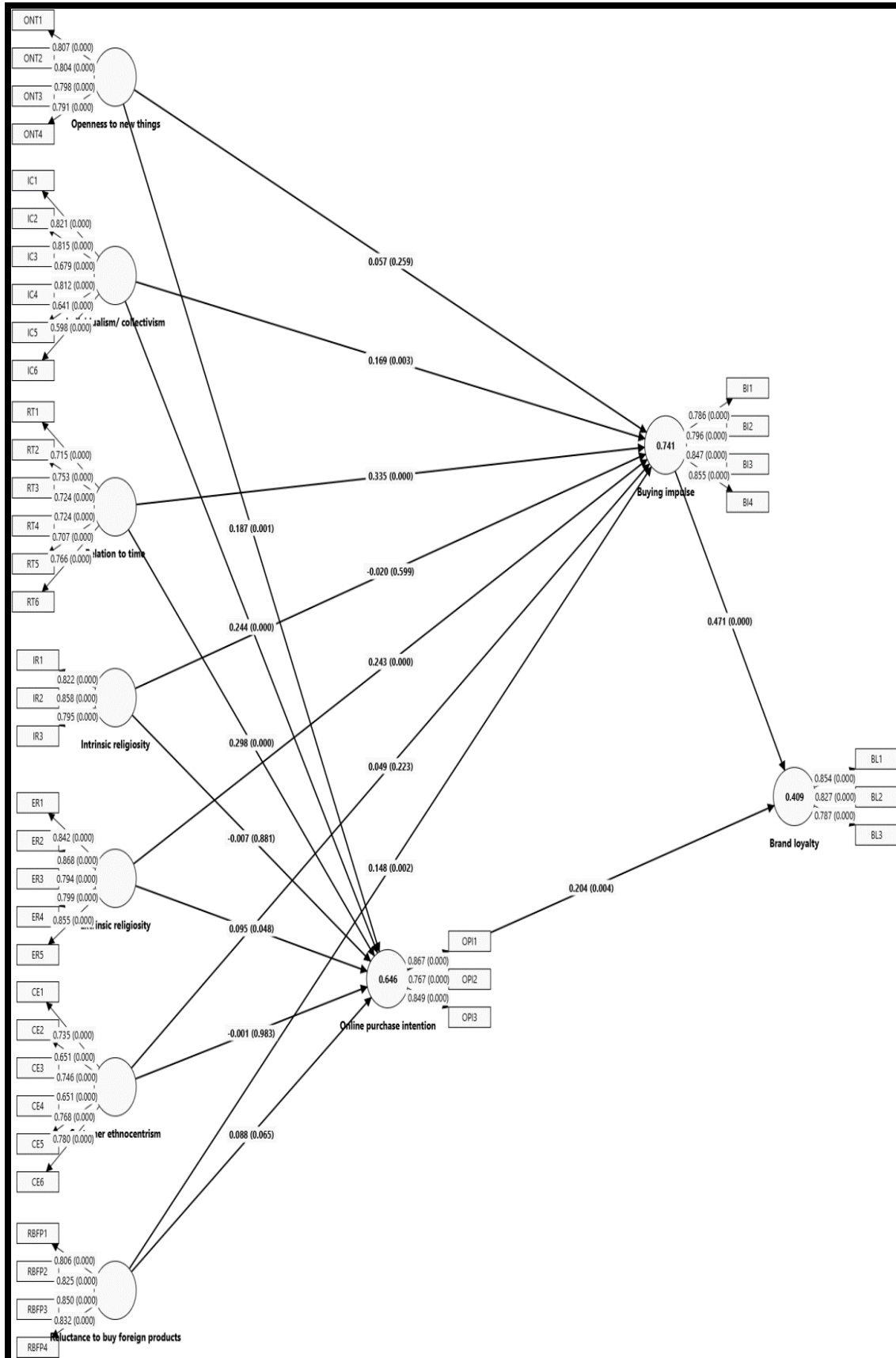


Figure (1): Path analysis estimation for the structural model

The results of hypotheses estimation were as follows:

H1: Openness to new things has a positive effect on Buying Impulse.

The influence path of Openness to new things on Buying Impulse was non-significant scoring p-value [0.259] above significance level of [0.05], entailing non-significant influence. Hence, H1 is not supported.

H2: Individualism / collectivism has a positive effect on Buying Impulse.

The influence path of Individualism / collectivism on Buying Impulse was significant scoring p-value [0.003] below significance level of [0.05], entailing a significant influence. Furthermore, the influence coefficient scored [0.169] showing a positive influence, hence, per each 1% increases in Individualism / collectivism, Buying Impulse increases by 16.9%. Hence, H2 is supported.

H3: Relation to time has a positive effect on Buying Impulse.

The influence path of Relation to time on Buying Impulse was significant scoring p-value [0.000] below significance level of [0.05], entailing a significant influence. Furthermore, the influence coefficient scored [0.335] showing a positive influence, hence, per each 1% increases in Relation to time, Buying Impulse increases by 33.5%. Hence, H3 is supported.

H4: Intrinsic religiosity has a positive effect on Buying Impulse.

The influence path of Intrinsic religiosity on Buying Impulse was non-significant scoring p-value [0.599] above significance level of [0.05], entailing non-significant influence. Hence, H4 is not supported.

H5: Extrinsic religiosity has a positive effect on Buying Impulse.

The influence path of Extrinsic religiosity on Buying Impulse was significant scoring p-value [0.000] below significance level of [0.05], entailing a significant influence. Furthermore, the influence coefficient scored [0.243] showing a positive influence, hence, per each 1% increases in Extrinsic religiosity, Buying Impulse increases by 24.3%. Hence, H5 is supported.

H6: Consumer Ethnocentrism has a positive effect on Buying Impulse.

The influence path of Consumer Ethnocentrism on Buying Impulse was non-significant scoring p-value [0.223] above significance level of [0.05], entailing non-significant influence. Hence, H6 is not supported.

H7: Reluctance-to-Buy Foreign Products has a positive effect on Buying Impulse.

The influence path of Reluctance-to-Buy Foreign Products on Buying Impulse was significant scoring p-value [0.002] below significance level of

[0.05], entailing a significant influence. Furthermore, the influence coefficient scored [0.148] showing a positive influence, hence, per each 1% increases in Reluctance-to-Buy Foreign Products, Buying Impulse increases by 14.8%. Hence, H7 is supported.

H8: Openness to new things has a positive effect on Online purchase intention.

The influence path of Openness to new things on Online purchase intention was significant scoring p-value [0.001] below significance level of [0.05], entailing a significant influence. Furthermore, the influence coefficient scored [0.178] showing a positive influence, hence, per each 1% increases in Openness to new things, Online purchase intention increases by 17.8%. Hence, H8 is supported.

H9: Individualism / collectivism has a positive effect on Online purchase intention.

The influence path of Individualism / collectivism on Online purchase intention was significant scoring p-value [0.000] below significance level of [0.05], entailing a significant influence. Furthermore, the influence coefficient scored [0.244] showing a positive influence, hence, per each 1% increases in Individualism / collectivism, Online purchase intention increases by 24.4%. Hence, H9 is supported.

H10: Relation to time has a positive effect on Online purchase intention.

The influence path of Relation to time on Online purchase intention was significant scoring p-value [0.000] below significance level of [0.05], entailing a significant influence. Furthermore, the influence coefficient scored [0.298] showing a positive influence, hence, per each 1% increases in Relation to time, Online purchase intention increases by 29.8%. Hence, H10 is supported.

H11: Intrinsic religiosity has a positive effect on Online purchase intention.

The influence path of Intrinsic religiosity on Online purchase intention was non-significant scoring p-value [0.0881] above significance level of [0.05], entailing non-significant influence. Hence, H11 is not supported.

H12: Extrinsic religiosity has a positive effect on Online purchase intention.

The influence path of Extrinsic religiosity e on Online purchase intention was significant scoring p-value [0.048] below significance level of [0.05],

entailing a significant influence. Furthermore, the influence coefficient scored [0.095] showing a positive influence, hence, per each 1% increases in Extrinsic religiosity, Online purchase intention increases by 9.5%. Hence, H12 is supported.

H13: Consumer Ethnocentrism has a positive effect on Online purchase intention.

The influence path of Consumer Ethnocentrism on Online purchase intention was non-significant scoring p-value [0.983] above significance level of [0.05], entailing non-significant influence. Hence, H13 is not supported.

H14: Reluctance-to-Buy Foreign Products has a positive effect on Online purchase intention.

The influence path of Reluctance-to-Buy Foreign Products on Online purchase intention was non-significant scoring p-value [0.065] above significance level of [0.05], entailing non-significant influence. Hence, H14 is not supported.

H15: Buying Impulse has a positive effect on Brand loyalty.

The influence path of Buying Impulse on Brand loyalty was significant scoring p-value [0.000] below significance level of [0.05], entailing a significant influence. Furthermore, the influence coefficient scored [0.471] showing a positive influence, hence, per each 1% increases in Buying Impulse, Brand loyalty increases by 47.1%. Hence, H15 is supported.

H16: Online purchase intention has a positive effect on Brand loyalty.

The influence path of Online purchase intention on Brand loyalty was significant scoring p-value [0.004] below significance level of [0.05], entailing a significant influence. Furthermore, the influence coefficient scored [0.204] showing a positive influence, hence, per each 1% increases in Online purchase intention, Brand loyalty increases by 20.4%. Hence, H16 is supported.

Table (7): Summary of path analysis estimation for the structural model (n= 463)

H	Path	Beta	p-value	t-value	Supported
H1	Openness to new things → Buying Impulse	0.057	0.259	1.130	No
H2	Individualism / collectivism → Buying Impulse	0.169	0.003*	2.986	Yes
H3	Relation to time → Buying Impulse	0.335	0.000*	6.270	Yes

H	Path	Beta	p-value	t-value	Supported
H4	Intrinsic religiosity → Buying Impulse	-0.020	0.599	0.526	No
H5	Extrinsic religiosity → Buying Impulse	0.243	0.000*	5.171	Yes
H6	Consumer Ethnocentrism → Buying Impulse	0.049	0.223	1.220	No
H7	Reluctance-to-Buy Foreign Products → Buying Impulse	0.148	0.002*	3.146	Yes
H8	Openness to new things → Online purchase intention	0.178	0.001*	3.241	Yes
H9	Individualism / collectivism → Online purchase intention	0.244	0.000*	4.079	Yes
H10	Relation to time → Online purchase intention	0.298	0.000*	5.379	Yes
H11	Intrinsic religiosity → Online purchase intention	-0.007	0.0881	0.149	No
H12	Extrinsic religiosity → Online purchase intention	0.095	0.048*	1.974	Yes
H13	Consumer Ethnocentrism → Online purchase intention	-0.001	0.983	0.021	No
H14	Reluctance-to-Buy Foreign Products → Online purchase intention	0.088	0.065	1.844	No
H15	Buying Impulse → Brand loyalty	0.471	0.000*	6.657	Yes
H16	Online purchase intention → Brand loyalty	0.204	0.004*	2.886	Yes

*The influence is significant at the significance level of ($P < 0.05$)

5. DISCUSSION: The present study aimed to investigate the influence of cultural factors, including ethnocultural factors, religious factors, and collective memory, on consumer purchase intention and brand loyalty in the context of internet marketing in Turkey. The results of the study provide valuable insights into the complex relationships between these variables and offer important implications for companies operating in the Turkish market.

One of the main findings of the study is that surveyed Turkish consumers highly adopt the ethnocultural perspective which presents a favorable indicator for companies seeking to target this market. Additionally, the study highlights the importance of maintaining the religious aspects that Turkish consumers consider when making purchase decisions as this can help attract consumers toward a company's products. The findings of this study largely align with the scientific works of other authors, such as studies on the influence of religious and cultural factors on consumer value systems and behavior patterns (Mansori et al., 2015; De Mooij, 2019). Based on the research results, the following recommendations are proposed for companies operating online:

1. For consumers in the Turkish market, national and cultural traditions hold significant importance, substantially influencing consumer choices regarding brands and specific products.
2. Companies in Turkish context need to maintain the religious aspects that their Turkish consumers consider in order to attract such consumers toward their products.
3. Companies in Turkish context should consider that surveyed Turkish consumers are not fully tolerant toward their home country products, accordingly, its vital to deliver innovative products and services that can compete other available international products in order to retain Turkish consumers buying power.
4. Companies in Turkish context should consider that surveyed Turkish consumers have high intentions to buy products, accordingly, its vital to exhort efforts in order to attract and retain such high buying power.
5. Companies in Turkish context should consider that surveyed Turkish consumers have moderate levels of brand loyalty requiring more efforts to satisfy such consumers in order to maintain high levels of loyalty.
6. Companies in Turkish context should consider that many factors take a role in promoting their customer buying intention specifically Relation to time as

it was found the strongest predictor, hence, its vital to consider these factors by the Turkish companies for long-term retaining of consumers.

7. Companies in Turkish context should consider that many factors that are proposed to take effective role in promoting customer buying intention such as Openness to new things, Intrinsic religiosity and Consumer Ethnocentrism were non-significant in the Turkish context, entailing the necessity for conducting future studies to investigate the issues for such results.

The findings of this study contribute to our understanding of the role of cultural factors in shaping consumer behavior in the context of internet marketing. By highlighting the importance of ethnocultural factors, religious aspects, and long-term orientation in driving consumer purchase intention and brand loyalty, the study provides valuable insights for marketers and managers operating in the Turkish market or similar cultural contexts.

Furthermore, the study identifies areas where further research is needed to better understand the complex relationships between cultural factors and consumer behavior. For instance, the non-significant relationships between openness to new things, intrinsic religiosity, consumer ethnocentrism, and consumer purchase intention in the Turkish context warrant further investigation. Future studies could explore the potential reasons behind these findings and examine other cultural factors that may influence consumer behavior in this market.

Overall, the results of this study have important implications for both theory and practice. From a theoretical perspective, the findings contribute to the growing body of literature on cross-cultural consumer behavior and highlight the need for a nuanced understanding of the role of cultural factors in shaping consumer preferences and decision-making processes.

- 6. Managerial Implications:** Geographical Limitation. The study focuses solely on Turkish online shoppers, which may limit the applicability of its conclusions to other countries and cultures. The results reflect the specific characteristics of the Turkish market and consumers but may not necessarily be relevant to other geographical contexts.

Sample Limitation. Concentrating on online shoppers may not fully capture the behavior of consumers who prefer offline channels or do not make online purchases at all. This could bias the results toward the characteristics and preferences of the online audience, overlooking potentially significant differences with other consumer segments.

Temporal Limitation. The study is based on data collected at a specific point in time and does not account for possible long-term changes in cultural factors and consumer behavior. The results reflect the situation at the time of the research but may not fully consider the dynamics of cultural shifts and consumer adaptation to changing market conditions.

Considering the aforementioned limitations, future research could aim to overcome these constraints to obtain more comprehensive results. Specifically, it would be advisable to expand the geographical scope of the study by comparing different countries (including differences in cultural traditions), as this would enhance the validity of the results and their applicability to various geographical and cultural settings. It would also be logical to conduct similar surveys among offline shoppers, which would provide a more complete understanding of the role of culture in decision-making and the formation of brand loyalty in different consumer groups through more representative data.

7. LIMITATIONS: Following presented results, the study delivered following main recommendations:

- ❖ Companies in Turkish context should consider that surveyed Turkish consumers highly adopt the ethnocultural perspective, showing a good indicator that such companies can benefit from.
- ❖ Companies in Turkish context need to maintain the religious aspects that their Turkish consumers consider in order to attract such consumers toward their products.
- ❖ Companies in Turkish context should consider that surveyed Turkish consumers are not fully tolerant toward their home country products, accordingly, its vital to deliver innovative products and services that can compete other available international products in order to retain Turkish consumers buying power.
- ❖ Companies in Turkish context should consider that surveyed Turkish consumers have high intentions to buy products, accordingly, its vital to exhort efforts in order to attract and retain such high buying power.
- ❖ Companies in Turkish context should consider that surveyed Turkish consumers have moderate levels of brand loyalty requiring more efforts to satisfy such consumers in order to maintain high levels of loyalty.
- ❖ Companies in Turkish context should consider that many factors take a role in promoting their customer buying intention specifically Relation to time as

it was found the strongest predictor, hence, its vital to consider these factors by the Turkish companies for long-term retaining of consumers.

- ❖ Companies in Turkish context should consider that many factors that are proposed to take effective role in promoting customer buying intention such as Openness to new things, Intrinsic religiosity and Consumer Ethnocentrism were non-significant in the Turkish context, entailing the necessity for conducting future studies to investigate the issues for such results.

8. Conclusion: In the context of online marketing in Turkey, the purpose of this study was to examine how cultural elements—such as ethnocultural elements, religious elements, and collective memory—affect customer purchase intention and brand loyalty. The findings have significant ramifications for businesses doing business in the Turkish market and give insightful information about the intricate interactions between these factors. The following are the study's primary findings:

1. Turkish consumers highly adopt the ethnocultural perspective which presents a favorable indicator for companies seeking to target this market. Maintaining the religious aspects that Turkish consumers consider when making purchase decisions can help attract consumers toward a company's products.
2. Turkish consumers are not fully tolerant toward their home country products, indicating that companies must deliver innovative products and services that can compete with available international offerings to retain Turkish consumers' buying power.
3. Turkish consumers have high intentions to buy products, and companies should exert efforts to attract and retain this high buying power. However, Turkish consumers have moderate levels of brand loyalty, requiring more efforts from companies to satisfy these consumers and maintain high levels of loyalty.
4. Several factors play a role in promoting customer buying intention in the Turkish context, with the relation to time emerging as the strongest predictor. Companies should consider these factors for long-term retention of consumers.
5. Some factors that were proposed to have an effective role in promoting customer buying intention, such as openness to new things, intrinsic religiosity, and consumer ethnocentrism, were found to be non-significant in

the Turkish context. Further research is needed to investigate the reasons behind these findings.

The study contributes to the understanding of the role of cultural factors in shaping consumer behavior in the context of internet marketing. The findings provide valuable insights for marketers and managers operating in the Turkish market or similar cultural contexts, emphasizing the importance of adapting marketing strategies to the unique cultural context of the target audience.

Future research could extend the study to other countries, employ mixed-methods approaches, explore additional cultural dimensions, investigate potential mediating or moderating variables, and examine the impact of digital technologies and cultural shifts on consumer behavior in the digital age.

The current study “focused on identifying the impact of total quality management in the development of organizational performance, and by reviewing previous studies, it was shown the importance of total quality management and what is reflected on organizational performance in companies, as it is considered a key element in the development and continuity of the company, and assisting management in making appropriate decisions. Which is reflected positively on the company's performance in a better way, in addition to the exercise of clear determinants of the characteristics of organizational performance” in the company, Therefore, the focus in the current study is on employees and administrators in telecom companies in Iraq, in order to provide empirical evidence to support this, the employees and administrators in companies are working “to achieve a high level of organizational performance.

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