

Brand Image And Celebrity Endorsement In Local Fashion A Comparative Study Of Gen Y And Gen Z Purchase Intentions

Citra Merek Dan Dukungan Selebriti Dalam Fesyen Lokal: Studi Komparatif Tentang Niat Beli Gen Y Dan Gen Z

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ABSTRACT

This study delves into consumer behaviour, specifically examining how Brand Image influences the Purchase Intention of local fashion products. It does so by introducing Celebrity Endorsement as an intervening variable through the lens of two distinct generational groups: Gen Y and Gen Z. The study boasts a substantial sample size, comprising 243 respondents, thoughtfully selected through purposive sampling. Data collection involved the administration of Likert-scale questionnaires, a widely used measurement method. The acquired data underwent rigorous analysis, employing path analysis techniques to unveil the direct influence of Brand Image on Purchase Intention, mediated by Celebrity Endorsement, within the context of Gen Y and Gen Z. Moreover, the study conducted Multi-Group Analysis (MGA) aided by the SmartPLS software. This analytical approach aimed to explore potential disparities in the impact of the variables under scrutiny between the two generational groups: Gen Y and Gen Z. The results uncovered a significant relationship between Brand Image and Purchase Intention when mediated by Celebrity Endorsement for Gen Y. However, intriguingly, this relationship did not achieve statistical significance for Gen Z, pointing to potential variations in the factors influencing Purchase Intention between these two generations.

Keyword: E-Commerce Quality, Sales Promotion, Impulse Buying, Live Shopping

ABSTRAK

Penelitian ini mempelajari perilaku konsumen, secara khusus meneliti bagaimana Citra Merek mempengaruhi Niat Beli produk fesyen lokal. Penelitian ini dilakukan dengan memperkenalkan Dukungan Selebriti sebagai variabel intervening melalui sudut pandang dua kelompok generasi yang berbeda: Gen Y dan Gen Z. Penelitian ini memiliki jumlah sampel yang cukup besar, terdiri dari 243 responden, yang dipilih dengan cermat melalui purposive sampling. Pengumpulan data dilakukan dengan memberikan kuesioner berskala Likert, sebuah metode pengukuran yang banyak digunakan. Data yang diperoleh melalui analisis yang ketat, menggunakan teknik analisis jalur untuk mengungkap pengaruh langsung Citra Merek terhadap Niat Beli, yang dimediasi oleh Dukungan Selebriti, dalam konteks Gen Y dan Gen Z. Selain itu, penelitian ini juga menggunakan Multi-Group Analysis (MGA) yang dibantu oleh perangkat lunak SmartPLS. Pendekatan analisis ini bertujuan untuk mengeksplorasi potensi perbedaan dalam dampak dari variabel-variabel yang diteliti antara dua kelompok generasi: Gen Y dan Gen Z. Hasil penelitian menemukan hubungan yang signifikan antara Citra Merek dan Niat Beli ketika dimediasi oleh Dukungan Selebriti untuk Gen Y. Namun, yang menarik, hubungan ini tidak mencapai signifikansi statistik untuk Gen Z, yang menunjukkan potensi variasi dalam faktor-faktor yang mempengaruhi Niat Beli antara kedua generasi ini.

Kata Kunci: Kualitas E-Commerce, Promosi Penjualan, Pembelian Impulsif, Belanja Langsung

1. Introduction

The fashion industry is undergoing a profound transformation, driven by globalization, technological advancements, and evolving consumer preferences (Hoyer et al., 2020). As competition intensifies, brands must navigate complex challenges, such as catering to a more

informed and selective consumer base, particularly in emerging markets. Generational shifts further complicate this landscape, with Gen Y and Gen Z exhibiting distinct shopping behaviors. Gen Y, often characterized as price-conscious and less brand-loyal, emphasizes trust, affordability, and quality in their purchasing decisions. Conversely, Gen Z, as a tech-savvy and trend-driven generation, prioritizes uniqueness, modernity, and new experiences, making them more open to exploring new brands and products (Muralidhar & Raja, 2019).

In this context, developing a robust brand image has become an indispensable strategy for fashion brands aiming to capture consumer attention and foster loyalty. Brand image encompasses the values, aesthetics, and overall identity a brand conveys to its audience, significantly influencing consumer perceptions and purchase behavior (Jin et al., 2019). In the digital era, social media has further amplified the importance of brand image by providing platforms for real-time interaction and engagement, allowing consumers to form opinions and emotional connections with brands more dynamically (Pentina et al., 2018; Roma & Aloini, 2019).

One of the most effective strategies for enhancing brand image in the fashion industry is celebrity endorsement. By associating with influential public figures, fashion brands can create positive associations and resonate with their target audiences (Masato, 2021). Celebrity endorsements leverage the endorser's popularity and credibility, serving as a form of social proof that bridges the gap between the brand and consumers' aspirations (Russell & Rasolofoarison, 2017; Rutter et al., 2021). In doing so, they amplify brand identity, reinforce trust, and foster consumer engagement, particularly among younger generations who are highly influenced by celebrity culture and social media trends (Freberg et al., 2011).

Despite extensive research on the individual concepts of brand image, celebrity endorsement, and purchase intention, significant empirical gaps remain in understanding their interconnectedness, particularly in the context of emerging markets and generational differences. Existing studies primarily focus on developed markets, where consumer behavior is influenced by established brand loyalty and cultural norms (Bianchi et al., 2017; Singh et al., 2021). However, emerging markets, characterized by their rapid economic development and diverse populations, present unique challenges and opportunities for fashion brands. Moreover, the role of generational preferences, such as the cautious and price-sensitive approach of Gen Y compared to the adventurous and trend-driven behavior of Gen Z, remains underexplored (Muralidhar & Raja, 2019).

This research addresses this gap by examining the interplay between brand image, celebrity endorsement and purchase intention in the fashion industry within the specific context of emerging markets. The urgency of this research lies in its potential to provide actionable insights for fashion brands seeking to adapt to the evolving demands in these markets while effectively engaging different generational groups.

2. Literature Review

Brand Image

Brand image represents the collective perception, emotions, and associations consumers have regarding a brand, encompassing its values, aesthetics, and identity (Girard & Pinar, 2021; Voyer et al., 2017). It is shaped by various factors, including product quality, brand reputation, and emotional connections fostered through marketing and customer interactions (Jin et al., 2019). The digital age has further elevated the importance of brand image, with social media serving as a powerful platform for consumers to engage with brands and form opinions based on their interactions and shared experiences (Pentina et al., 2018; Roma & Aloini, 2019). Brand image holds heightened significance as it embodies not just the quality and style of products but also the lifestyle and values the brand represents. Successful

alignment between a brand's image and its target audience fosters brand loyalty and strengthens its market position.

Celebrity Endorsement

Celebrity endorsement is a marketing strategy that leverages the fame and credibility of public figures to promote a brand or product (Masato, 2021). This approach establishes a positive association between the brand and its target audience, often serving as a form of social proof that enhances trust and attractiveness (Russell & Rasolofoarison, 2017). The strategy extends across various platforms, including traditional advertisements, product placements, and social media campaigns (Rutter et al., 2021). Celebrity endorsements are particularly impactful as they can shape or amplify a brand's image (Xu & Pratt, 2018). Fashion brands carefully select endorsers who embody their values and aesthetics, enabling a stronger connection with the audience and leveraging the celebrity's existing followers (Freberg et al., 2011). A well-executed endorsement can reinforce the brand's identity and attract consumers who admire the celebrity's persona and lifestyle (Singh et al., 2021).

Purchase Intention

Purchase intention reflects a consumer's expressed likelihood or willingness to buy a product or service (Chiu et al., 2014). It is influenced by factors such as brand perception, product quality, pricing, and the consumer's personal preferences and needs (Ebrahim et al., 2016; Font-i-Furnols & Guerrero, 2014). In the fashion industry, purchase decisions are closely tied to the perceived alignment between a brand's image and the consumer's self-concept (Citra & Harahap, 2018). When a celebrity endorsement effectively resonates with the brand's target audience, it enhances the perceived authenticity and trustworthiness of the brand, significantly impacting purchase intentions (Park & Kim, 2016). The synergy between brand image and celebrity endorsement creates a compelling narrative that drives consumer interest and loyalty (Ahmad et al., 2019; Johansson & Bozan, 2017).

Hypothesis



Figure 1. Research Model *Source: Arissaputra et al., 2024*

The hypotheses in this study are as follows.

H1: Overall, Brand Image has a significant influence on Celebrity Endorsement

- H2: Overall, Brand Image has a significant influence on Purchase Intention
- H3: Overall, Celebrity Endorsement has a significant influence on Purchase Intention

H4: Overall, Brand Image has a significant influence on Purchase Intention through Celebrity Endorsement

H5: There is a significant difference between the influence of Brand Image on Celebrity Endorsement between Gen Y and Gen Z

3. Research Methods

The research model depicted in Figure 1 explores the intricate relationship between Brand Image, Celebrity Endorsement, and Purchase Intention. This study falls under the category of survey research, employing a structured questionnaire as the primary tool for data collection. The research data revolves around three core constructs: Brand Image, Celebrity Endorsement, and Purchase Intention. The chosen methodological approach is quantitative, aligning to statistically analyze and test predetermined hypotheses. Quantitative research methods are particularly suitable when investigating large populations or specific samples within those populations. In this case, the research instrument, i.e., the questionnaire, is the conduit for gathering data from the target audience. To obtain this dataset, researchers distributed the questionnaires to two distinct segments of the population: Gen Y individuals born between 1981 and 1996 and Gen Z individuals born between 1997 and 2012. The inclusion criteria for the sample involved individuals who are active on social media and follow or express an interest in celebrity social media accounts. The sampling technique employed in this study is non-probability sampling, explicitly using a purposive sampling method. This method allows researchers to select sample units based on specific criteria, ensuring that the chosen sample possesses the desired characteristics required for the research objectives.

In this study, data analysis takes a quantitative approach to rigorously examine the hypotheses, drawing from responses from 243 participants. Researchers employ the Structural Equation Model (SEM) technique, specifically utilizing SmartPLS version 3.0. According to Hair et al., (2014) PLS-SEM is adept at handling both reflective and formative constructs without encountering identification problems. The analysis process comprises two integral components within the PLS framework: firstly, the assessment of the outer model, also referred to as the measurement model, and secondly, the evaluation of the inner model, known as the structural model. Hypothesis testing is executed through a comprehensive analysis of the complete Structural Equation Model (SEM) using SmartPLS. This holistic approach validates the established theory and sheds light on the presence or absence of relationships between latent variables. Furthermore, the study employs Multi-Group Analysis (MGA) within the SEM-PLS framework. This technique is leveraged to investigate whether disparities exist in the influence exerted by the data groups under consideration, in this case, Gen Y and Gen Z. By conducting MGA, researchers can discern whether there are noteworthy variations in how these generational cohorts respond to the factors under investigation, offering valuable insights into potential generational differences.

4. Results and Discussions

Outer Model

The outer model in this study plays a pivotal role in elucidating the relationships between each block of indicators and their respective latent variables. Its evaluation is critical to ensure the model's validity and reliability. The analysis focuses on reflective indicators that assess the external model's quality through convergent and discriminant validity measures, as well as composite reliability for indicator groups. Convergent validity evaluation assesses loading factors and Average Variance Extracted values (AVE). The loading factor quantifies the correlation between an indicator's score and its underlying construct, with values exceeding 0.7 indicative of good validity in confirmatory research and values between 0.6 and 0.7 acceptable for exploratory analysis. A recommended AVE value above 0.5 signifies that 50% or more of an indicator's variance can be attributed to the construct it represents.

Discriminant validity, on the other hand, hinges on comparing the square root of the AVE for each construct with the correlations between constructs in the model. The model exhibits sufficient discriminant validity when the AVE roots for each construct surpass the inter-construct correlations. The model's reliability is assessed through composite reliability, with values exceeding 0.7 considered acceptable for confirmatory research and those between 0.6 and 0.7 deemed appropriate for exploratory analysis. Based on the findings presented in Table 1, as processed using SmartPLS software, it is evident that this model successfully meets the criteria for the outer model from 243 participant which consists of 98 Gen Y and 145 Gen Z.. The results underscore its commendable validity and reliability, affirming the robustness of the research framework.



Figure 2. Outer Model

As illustrated in Figure 2, the model demonstrates a commendable adherence to the predefined criteria governing the outer model, thus reaffirming its robustness and reliability. A closer examination of the results from the outer model test further underscores the model's substantiated validity and reliability. An essential aspect of this validation process lies in the loading factors. In this case, all loading factors meet the required standards, with composite reliability values consistently exceeding 0.6 and Average Variance Extracted (AVE) values surpassing the 0.5 benchmark (Brand Image, BI=0.644; Celebrity Endorsement, CE=0.640; Purchase Intention, PI=0.751). These findings corroborate the model's ability to represent and measure the underlying constructs accurately. This model is noteworthy to identify the three most substantial loading factors for each construct. For Brand Image (BI), these factors include BI8 (level of wish fulfilment), BI3 (level of product quality), and BI6 (level of product variant). Within the Celebrity Endorsement (CE) construct, CE3 (level of honesty), CE5 (level of attractiveness), and CE1 (level of trust) emerge as the predominant influencers. Lastly, for Purchase Intention (PI), the most significant factors are PI11 (level of product information), PI4 (level of recommendation), and PI5 (level of good response). These findings shed light on the dimensions that hold the most significant sway within each construct, contributing to a more nuanced understanding of the overall model's dynamics.

Three prominent loading factors stand out within the realm of Brand Image (BI). First, BI8, which represents the "Level of Wish Fulfillment," signifies the extent to which consumers believe a brand fulfils their desires and aspirations. Brands that align with consumers' aspirations evoke positive feelings and stronger brand loyalty. Second, BI3, which measures the "Level of Product Quality," reflects consumers' perceptions of a brand's product quality. High-quality products are often associated with reliability and trustworthiness, significantly enhancing a brand's image. Lastly, BI6, or the "Level of Product Variant," evaluates the variety and range of products a brand offers. A wide product range can cater to diverse consumer needs and preferences, contributing to a positive brand image and potentially expanding the brand's customer base.

Three influential loading factors emerge in the Celebrity Endorsement (CE) domain. CE3, focusing on the "Level of Honesty," represents consumers' perceptions of the honesty and credibility of the celebrity endorser. When a celebrity is seen as honest and trustworthy, their endorsement can boost consumer trust in the brand they promote. CE5, the "Level of Attractiveness," pertains to the attractiveness of the celebrity endorser. Attractive celebrities can capture attention and create a favourable image for the brand, often leading to increased consumer interest. CE1, denoting the "Level of Trust," measures the extent consumers trust the celebrity endorser's judgment and recommendations. High levels of trust in the endorser can transfer to trust in the endorsed brand, positively influencing purchase intentions.

Three noteworthy loading factors come to the forefront within the scope of Purchase Intention (PI). PI11, examining the "Level of Product Information," assesses the impact of product information on consumers' purchase intentions. Adequate and informative product details can empower consumers to make informed decisions, increasing their purchase intent. PI4, representing the "Level of Recommendation," reflects the influence of recommendations on purchase intentions, potentially from friends, family, or online reviews. Positive recommendations often hold significant weight in shaping consumer decisions. Lastly, PI5, which relates to the "Level of Good Response," signifies consumers' anticipation of receiving a positive response or benefit from their purchase. When consumers expect their purchase to have a positive outcome, it can boost their intent to purchase. These loading factors offer invaluable insights into which dimensions within each construct exert the most substantial impact on consumer perceptions and behaviours. This enables businesses to tailor their strategies to align with consumer preferences and expectations, ultimately enhancing their brand image and driving purchase intentions.

Inner Model

The assessment of R-square values for endogenous latent variables gauges the extent to which the variability in an exogenous construct can account for variations in endogenous constructs. This evaluation provides valuable insights into the strength of the relationships between these constructs. Following this, model evaluation proceeds by conducting path coefficient estimation tests using bootstrapping. In this test, a variable is considered to affect other variables if its t-statistic surpasses the critical t-table value at a 5% significance level, typically set at 1.96. A variable is deemed influential if it exhibits a t-statistic value greater than 1.96, signifying a statistically significant impact on the variables it influences. This analytical approach helps discern the significance and direction of relationships within the model, contributing to a deeper understanding of the underlying dynamics. The R-square value of Purchase Intention is 0.708, meaning that the Brand Image and Celebrity Endorsement variables explain the Purchase Intention variable of 70.8%.

Variabel P Value T Statistic (<0,05) (> 1,96)	Hypothesis

able 1. Inner Model (Overal	Table	1.	Inner	Model	(Overall
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H1	Brand Image -> Celebrity Endorsement	0,000	20,230	Significant	Supported
H2	Brand Image -> Purchase Intention	0,000	12,426	Significant	Not Supported
Н3	Celebrity Endorsement -> to Purchase Intention	0,084	1,730	Not Significant	Not Supported
H4	Brand Image -> Celebrity Endorsement -> Purchase Intention	0,090	1,698	Not Significant	Not Supported

(Source: Data Processed)

The hypothesis testing results obtained through the bootstrap technique have illuminated the significance of relationships within the model. This research shows that Brand Image significantly influences Celebrity Endorsement, supported by a very low P-value and a robust T-statistic exceeding 1.96. However, the hypothesis that Brand Image significantly affects Purchase Intention must be substantiated despite the highly significant relationship in statistical terms. Furthermore, the relationship between Celebrity Endorsement and Purchase Intention is not statistically significant, as indicated by a higher P-value and a T-statistic below the critical threshold. This suggests that Celebrity Endorsement, while influential in some contexts, does not significantly impact Purchase Intention in this model. The indirect effect of Brand Image on Celebrity Endorsement through Purchase Intention is not significant, with both the P-value and T-statistic falling below the critical threshold. This implies that, collectively, these variables do not significantly influence Purchase Intention in the context of this study.

Table 2. Inner Model (Gen Y vs Gen Z)						
Variabel	P Value (<0,05)		T Statistic (> 1,96)		Result	
	Gen Y	Gen Z	Gen Y	Gen Z	Gen Y	Gen Z
Brand Image -> Celebrity Endorsement	0,000	0,000	11,813	19,153	Significant	Significant
Brand Image -> Purchase Intention	0,000	0,000	5,202	16,530	Significant	Significant
Celebrity Endorsement -> to Purchase Intention	0,000	0,194	3,578	1,300	Significant	Not Significant
Brand Image -> Celebrity Endorsement -> Purchase Intention	0,001	0,201	4,355	1,286	Significant	Not Significant

(Source: Data Processed)

The comprehensive analysis presented in the table sheds light on the intricate relationships between key variables within the context of two distinct generational cohorts, namely Gen Y and Gen Z. These findings hold significant implications for understanding consumer behaviour and tailoring marketing strategies to resonate with these demographics. The relationship between Brand Image and Celebrity Endorsement is revealed to be highly significant for both generational groups. This is underscored by the remarkably low P-values and robust T-statistics, exceeding the threshold of 1.96. These results signify that Brand Image wields a substantial influence on Celebrity Endorsement, implying that consumers in both Gen Y and Gen Z are significantly swayed by their perceptions of a brand when evaluating celebrity endorsements. The impact of Brand Image on Purchase Intention emerges as another key finding of importance. This relationship is marked by its high significance for Gen Y and Gen Z. The exceptionally low P-values and robust T-statistics demonstrate that Brand Image significantly shapes Purchase Intention within both generational cohorts. This implies that how a brand is perceived directly influences the intent to purchase its products or services among individuals in both groups.

Moving on to the relationship between Celebrity Endorsement and Purchase Intention, a nuanced distinction arises between the two cohorts. This relationship is notably significant for Gen Y, supported by a low P-value and a T-statistic above 1.96, suggesting that Celebrity Endorsement plays a substantial role in influencing Purchase Intention among this demographic. However, the scenario differs for Gen Z, where this connection is not statistically significant. The higher P-value and T-statistic below the threshold indicate that, for Gen Z, Celebrity Endorsement may not significantly impact their Purchase Intention. The impact of Brand Image to Purchase Intention through Celebrity Endorsement is a matter of particular interest. The analysis reveals that this combined relationship is statistically significant for Gen Y, supported by a low P-value and a T-statistic exceeding 1.96. In contrast, this relationship does not attain statistical significance for Gen Z, as indicated by a higher P-value and a T-statistic below the threshold. This implies that while the impact of Brand Image on Purchase Intention through Celebrity Endorsement holds sway for Gen Y, it does not exert a significant collective influence on Purchase Intention within Gen Z.

Table 3. Multi Group Analysis						
		Path Coefficient				
	Variabel	Different	P Value	Result	Hypothesis	
		(Gen Y – Gen Z)	(<0,05)			
H5	Brand Image -> Celebrity	-0,015	0,870	Not Significant	Not Supported	
	Endorsement					
H6	Brand Image -> Purchase Intention	-0,434	0,000	Significant	Supported	
H7	Celebrity Endorsement -> to	0,461	0,000	Not Significant	Supported	
	Purchase Intention					
H8	Brand Image -> Celebrity	0,341	0,000	Significant	Supported	
	Endorsement -> Purchase Intention					
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Table 3. Multi Group Analysis

(Source: Data Processed)

The table above compares path coefficients and their significance levels across two generational groups, Gen Y and Gen Z, within the research model. These results provide valuable insights into the divergent impact of key variables across the two generational groups. Hypothesis 5 (H5) concerning the relationship between Brand Image and Celebrity Endorsement, the path coefficient difference between Gen Y and Gen Z is -0.015, which means the impact of Brand Image on Celebrity Endorsement to Gen Y is weak than Gen Z and the high P-value of 0.870 suggests that this variance is not statistically significant. Consequently, it is safe to conclude that the influence of Brand Image on Celebrity Endorsement remains relatively consistent between Gen Y and Gen Z. Thus, the hypothesis positing a significant difference in this relationship is not supported. Hypothesis 6 (H6), which explores the impact of Brand Image on Purchase Intention, has a substantial path coefficient difference of -0.434, which means the impact of Brand Image on Purchase Intention to Gen Y is weak than Gen Z, coupled with an extremely low P-value of 0.000. This stark contrast implies a significant variation in how Brand Image influences Purchase Intention between Gen Y and Gen Z. Consequently, the hypothesis suggesting a significant difference in this relationship is supported, highlighting the distinctiveness in how Brand Image shapes Purchase Intention across the two generational groups.

Hypothesis 7 (H7) investigates the connection between Celebrity Endorsement and Purchase Intention, revealing a notable path coefficient difference of 0.461. It means the impact of Celebrity Endorsement on Purchase Intention for Gen Y is more powerful than Gen Z, along with a highly significant P-value of 0.000. This finding underscores a substantial disparity in the impact of Celebrity Endorsement on Purchase Intention between Gen Y and Gen Z. Therefore, the hypothesis positing a significant difference in this relationship is supported, emphasizing that the influence of Celebrity Endorsement on Purchase Intention significantly varies between the two generational groups. Hypothesis 8 (H8) examines the combined effect of Brand Image, Celebrity Endorsement, and Purchase Intention. The path coefficient difference of 0.341 means the impact of Brand Image on Purchase Intention through Celebrity Endorsement is more powerful to Gen Y than Gen Z, accompanied by a low P-value of 0.000, highlights a substantial variation in how these variables interact between Gen

Y and Gen Z. As a result, the hypothesis suggesting a significant difference in the combined effect of these variables is supported, emphasizing the distinct dynamics at play within each generational group.

5. Conclusion

This study has revealed valuable insights into the intricate relationships between Brand Image, Celebrity Endorsement, and Purchase Intention, particularly within the context of two distinct generational groups, Gen Y and Gen Z. The results have demonstrated that while some aspects of these relationships remain consistent across generations, significant differences exist in how these variables influence consumer behaviour. Brand Image's impact on Celebrity Endorsement appears consistent across both generations, with no significant variation observed. This suggests that a positive perception of a brand plays a similar role in shaping the endorsement choices of Gen Y and Gen Z. However, the influence of Brand Image on Purchase Intention shows a stark contrast between the two generational cohorts. Gen Z is notably more influenced by Brand Image when making purchase decisions than Gen Y. This underscores the evolving dynamics of consumer preferences and the need for tailored marketing strategies.

The impact of Celebrity Endorsement on Purchase Intention varies significantly, with Gen Y being more affected by celebrity endorsements than Gen Z. This implies that celebrity endorsements may have a more substantial persuasive effect on purchase decisions within the Gen Y demographic. Additionally, the findings reveal distinct patterns when examining the combined effect of Brand Image, Celebrity Endorsement, and Purchase Intention. While these variables collectively influence purchase intentions for Gen Y, they do not exert a significant collective impact on Gen Z. For future research, it is crucial to continue monitoring and understanding these generational dynamics as consumer behaviours evolve. Researchers should explore mediating factors, cultural variations, and regional influences to better understand consumer decision-making processes. These insights are invaluable for marketers seeking to tailor their strategies effectively to engage and resonate with different generational audiences in a rapidly changing marketplace.

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