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ASSESING THE INFLUENCE OF SERVICE QUALITY AND DIGITAL PAYMENT ON GRAB TOWARDS CUSTOMER SATISFACTION ON GEN Z IN MANADO

PENGARUH KUALITAS LAYANAN DAN PEMBAYARAN DIGITAL PADA GRAB TERHADAP KEPUASAN PELANGGAN GEN Z DI MANADO

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Abstract: This research investigates the impact of service quality and digital payment on customer satisfaction among Generation Z users of the Grab application in Manado. The study employs a quantitative method involving 100 respondents, with data analyzed using multiple linear regression. Results indicate that both service quality and digital payment have significant and positive influences on customer satisfaction, both individually and simultaneously. The findings highlight the importance of improving service performance and digital payment systems to increase satisfaction levels among Gen Z users.

Keywords: Service Quality, Digital Payment, Customer Satisfaction, Generation Z, Grab, OVO.

***Abstrak:** Penelitian ini mengkaji tentang dampak kualitas layanan dan pembayaran digital terhadap kepuasan pelanggan di kalangan pengguna aplikasi Grab Generasi Z di Manado. Penelitian ini menggunakan metode kuantitatif yang melibatkan 100 responden, dengan data dianalisis menggunakan regresi linier berganda. Hasil penelitian menunjukkan bahwa kualitas layanan dan pembayaran digital memiliki pengaruh yang signifikan dan positif terhadap kepuasan pelanggan, baik secara individual maupun simultan. Temuan ini menyoroti pentingnya peningkatan kinerja layanan dan sistem pembayaran digital untuk meningkatkan tingkat kepuasan pengguna Gen Z.*

***Kata Kunci:** TikTok, Konten Media Sosial, Pemasaran Influencer, Keputusan Pembelian, Generasi Z, Manado*

INTRODUCTION

Research Background

In this Digital Era, the realm of information technology has witnessed substantial progress, consequently empowering consumers to become more selectful in their selection of purchasing products and services. Consequently, many companies engage in intense competition to get the attention from potential customers, with the ultimate goal of achieving customer satisfaction. The attainment of customer satisfaction is not always achieved by providing the best products, but by providing the best quality of service to attract customer attention.

The quality of service can be directly measured by the ability of the service provider when interacting with the service recipient. This is distinct from the quality of electronic services. Conversely, the quality of electronic services is measured by the convenience provided by the company through the Internet media or the company's website. Service quality exerts a substantial influence on numerous facets of e-commerce, including consumer trust in e-commerce companies (Gefen, 2002). According to Rowley (2006), electronic services are defined as actions, efforts, or performances that are facilitated by information technology. Service quality is a pivotal factor for companies, as it significantly impacts their image and reputation in the market. When customers are satisfied with

the services provided by the company, this will increase customer loyalty to the company. In this way, service quality and customer satisfaction are factors in the success of a company to achieve competitive advantage (Sawitri et.al 2013).

The rapid advancements in technology and the internet have had a significant impact on society's digitalization, leading to the integration of the internet into people's daily lives. The integration of digital technologies within the contemporary economic sector has given rise to a novel form of economic growth, which is often termed the "digital economy." The proliferation of the digital economy has prompted numerous businesses to develop payment systems that facilitate transactions via mobile phones, a phenomenon referred to as financial technology (Ginantra et al., 2020). The advent of e-money is a recent development, occurring in the last few years. Concurrently, paper money has been highlighted as a potential vector for the spread of the virus, leading to its minimal use in curbing the spread of the virus. This assertion underscores the enhanced practicality and safety of electronic money compared to physical currency, thereby prompting a shift toward electronic forms of currency.

In order to enhance customer satisfaction, Grab has demonstrated a consistent commitment to innovation in addressing the needs of its customers. In this regard, Grab has established a collaborative relationship with OVO, a digital payment service, to streamline the payment process for customers. OVO, a prominent digital payment service in Indonesia, is a comprehensive digital finance application developed by LippoX. This application caters to a diverse range of needs concerning cashless and mobile payments.

The rapid growth of OVO in Indonesia can be attributed to the accessibility of its platform. The proliferation of financial technology in Indonesia is a salient development, one that is not only perceptible to the general populace but also to Generation Z, a demographic often referred to as "Gen Z." This generation, born between 1995 and 2012, has been characterized by their instantaneous orientation, their profound dependence on technology, and their extensive use of the internet.

The city of Manado has been impacted by advancements in transportation technology, which include the proliferation of online transportation services. The emergence of online motorcycle taxis has garnered significant attention within the community due to their time efficiency, simplified booking mechanisms, and extensive range. The present study aims to examine the impact of service quality and OVO payment on customer satisfaction using the Grab application in the city of Manado. This investigation will determine whether generation Z in the city of Manado is satisfied with service quality and the digital payment system through OVO payment provided by the Grab application.

Research Objectives
1. To determine how service quality and digital payment affects customer satisfaction on Grab application
2. To determine how service quality affects customer satisfaction on Grab application
3. To determine how digital payment affects customer satisfaction on Grab application

LITERATURE REVIEW

Expectancy Disconfirmation Theory (EDT)
Expectancy Disconfirmation Theory, developed by Oliver (1980), explains customer satisfaction as the result of the comparison between expected and perceived service performance. Satisfaction occurs when perceived performance meets or exceeds expectations (positive or neutral disconfirmation), while dissatisfaction arises when performance falls short (negative disconfirmation). In the case of Grab, Gen Z users form expectations about ride quality, app functionality, and payment ease, which are then evaluated based on their actual experience.

Service Quality (SERVQUAL)
Parasuraman et al. (1985) introduced the SERVQUAL model, which measures service quality across five dimensions: tangibility, reliability, responsiveness, assurance, and empathy. These dimensions help evaluate how well service providers meet customer expectations. In the Grab context, this includes driver behavior, app interface, speed of response, safety, and personal attention— factors that strongly influence satisfaction, especially among young users who value fast and personalized service.

Technology Acceptance Model (TAM)
Technology Acceptance Model introduced by Davis (1986), identifies perceived usefulness and perceived ease of use as key drivers of user acceptance toward technology. This model is particularly relevant to the study of

digital payment systems like OVO. Generation Z's adoption of OVO in the Grab ecosystem depends on how easy and useful they perceive it to be. If the app is intuitive, fast, and enhances the transaction experience, it positively impacts satisfaction.

Strategic Alliance Theory

Strategic Alliance Theory emphasizes collaboration between organizations to achieve shared goals. The partnership between Grab and OVO is an example of such a strategic alliance, aimed at providing added value through seamless service and cashless payment integration. According to Varadarajan and Cunningham (1995), alliances like these leverage the strengths of both partners to improve customer experience and competitiveness in the market.

Previous Studies

Hendriana and Irawan (2024) aimed to find out how much influence service quality has on customer satisfaction at the Dimas Jaya Motor (DJM) Workshop in Bandung City This research uses quantitative methods, the data needed in this research is customer satisfaction data obtained using a questionnaire and tested using SPSS 26. The total number of respondents was 112 customers. Based on the results of the analysis carried out, there is an influence between service quality on customer satisfaction at the Dimas Jaya Motor (DJM) workshop

Verma, Dewangan, and Agrawal (2024) aimed to understand the relationship between the use of social media platforms and customer loyalty. Specifically, it studies how various elements of social media marketing – such as engaging content, advertising, and customer engagement – help build strong and long-term relationships with consumers. The influence of social media positively impacts customer experience, making consumers use the product or services of that brand repeatedly. In addition, responding directly to consumer reactions, opinions, and feedback on social media helps increase customer satisfaction, thereby strengthening customer loyalty. This research attempts to understand the mindset of customers who are active on social media through interviews, surveys, and data analysis.

Aziz, Harahap, and Maharani (2022) aimed to determine the effect brand image, e-service quality and digital payment towards customer satisfaction on Shopeefood users in Bandung. The object of this research is Shopeefood users as many as 200 people and narrowed in the number of samples as many as 170 consumers. The sampling technique used in this research is simple random sampling. The results of this study indicate that the Brand Image variable partially has a significant effect on Customer Satisfaction, the E-Service Quality variable partially has a significant effect on Customer Satisfaction and the Digital Payment variable partially has a significant effect on Customer Satisfaction. And simultaneously the variables of Brand Image, E-Service Quality and Digital Payment have a significant effect on Customer Satisfaction on Shopeefood Users in Bandung City.
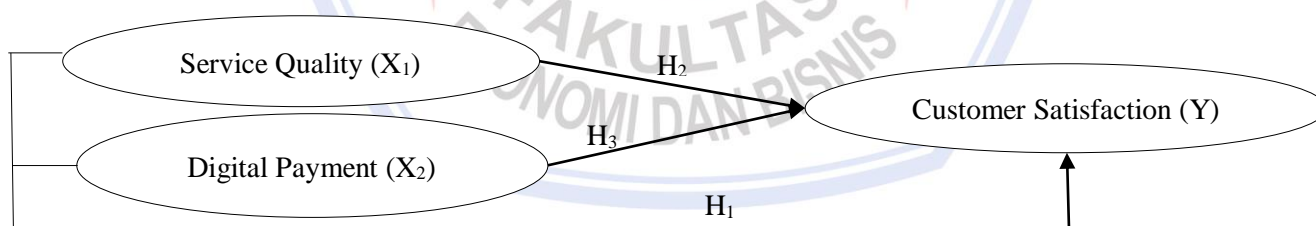
Research Model

Figure 2. Research Model
Source: Literature Review

Research Hypothesis
H1: Service Quality and Digital Payment positively affect Customer Satisfaction by using Grab application
H2: Service Quality positively affect Customer Satisfaction by using Grab application
H3: Digital Payment positively affect Customer Satisfaction by using Grab application

RESEARCH METHOD

Research Approach

This study employs a quantitative approach to analyze the influence of service quality and digital payment

on grab towards customer satisfaction on Gen Z in Manado. The quantitative approach allows the researcher to measure variables and test hypotheses using statistical techniques. According to Creswell (2018), this method provides objective insights by transforming perceptions into measurable data, making it suitable for explanatory research aimed at determining cause-effect relationships.

Population, Sample Size, and Sampling Techniques

The population in this study consists of Generation Z consumers in Manado who actively use Grab. The sample includes 100 respondents selected using purposive sampling, targeting individuals that born between 1995-2012 (30-13 years old), who have been regularly using Grab.

Data Type and Data Sources

The study uses primary data collected through a structured online questionnaire. The questionnaire was designed to measure perceptions related to Service Quality, Digital Payment, and Customer Satisfaction. In addition, secondary data were obtained from supporting sources such as journals or previous research.

Method of Collecting Data

Data were collected using a Google Form questionnaire distributed via social media such as WhatsApp, and Instagram. Respondents rated their agreement with each statement using a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree), which is widely used to measure attitudes and perceptions (Bryman, 2016).

Operational Definition and Indicators of Research Variable

Table 1. Operational Definition and Indicators of Research Variable

Variable	Definition	Indicators
Service Quality (X1)	According to Kotler (2019), service quality is a customer's assessment of the level of service received compared to the level of service expected. If the service received meets or exceeds expectations, then the service quality is considered good and satisfactory.	1. Tangible 2. Reliability 3. Responsiveness 4. Assurance 5. Empathy
Digital Payment (X2)	According to Dahlberh et al., (2008), Digital Payment is an electronic payment system that allows financial transactions to be carried out via digital devices.	1. Ease of Use 2. Security 3. Speed 4. Availability 5. Trust
Customer Satisfaction (Y)	According to Kotler and Keller (2016), customer satisfaction is a feeling felt by customers in response to the results of perceived product performance expectations.	1. Service Satisfaction 2. Quality of Service

Research Instrument Testing
Validity and Reliability Tests

Validity test ensures that each survey question accurately captures the core construct it is intended to measure. Validity is crucial in ensuring that the data collected truly represents the concepts under study, thereby enhancing the credibility of the research findings. In this research, the validity test is conducted to evaluate the extent to which the questionnaire items can effectively differentiate respondent perceptions. An item is considered valid if the r-count value is greater than the r-table value, indicating a significant correlation between the item and its respective variable.

Reliability refers to the consistency and stability of the research instrument in producing similar results under consistent conditions. A reliable instrument is essential for ensuring the accuracy and dependability of the research data. This study uses Cronbach's Alpha as a statistical tool to assess the internal consistency of the instrument. A Cronbach's Alpha value greater than 0.7 is generally considered acceptable, indicating that the items consistently measure the same underlying construct.

Data Analysis Methods
Classical Assumption Tests

Normality Test

The normality test is used to determine whether the data for both independent and dependent variables in the regression model are normally distributed. Ensuring normality is important because significant deviations from normal distribution may affect the accuracy and validity of statistical analysis results. In this study, the normality test is conducted using SPSS software with the Kolmogorov–Smirnov (K–S) test as the primary method..

Multicollinearity Test

The multicollinearity test is conducted to assess whether there is a high degree of correlation between independent variables in the regression model. Severe multicollinearity can inflate standard errors and complicate the interpretation of each variable's individual contribution. In this research, multicollinearity is tested using two indicators: the tolerance value and the variance inflation factor (VIF). The tolerance value reflects the proportion of variance in one independent variable that is not explained by other independent variables; a value less than 0.10 may indicate multicollinearity. The VIF measures how much the variance of a regression coefficient is increased due to multicollinearity; a VIF below 10 suggests that multicollinearity is not a concern (Ghozali, 2018).

Heteroscedasticity Test

The heteroscedasticity test is used to check whether the variance of residuals in the regression model remains constant across all values of the independent variables. Inconsistent variance, or heteroscedasticity, can bias regression estimates. This study applies the Glejser test using SPSS software to detect such conditions. The Glejser test analyzes the absolute residual values against the independent variables. If the significance value (p-value) is greater than 0.05, it indicates that heteroscedasticity is not present, meaning the residuals have constant variance and the regression model is reliable.

Multiple Linear Regression Analysis

Multiple linear regression analysis is employed to determine the relationship between a single dependent variable and two or more independent variables. The dependent variable in this study is continuous, while the independent variables can be either continuous or categorical. According to Hair et al. (2019), multiple regression is a fundamental tool in social science research for testing theoretical models and analyzing complex relationships. The regression model used in this study is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Y   = Customer Satisfaction
α = Constant
X_1 = Service Quality
X_2 = Digital Payment
β_1 = Regression Coefficient of Service Quality
β_2 = Regression Coefficient of Digital Payment
e = Error

Coefficient Correlation Test (R) and Coefficient Determination Test (R^2)

The correlation coefficient (R) is a statistical measure used to determine the strength and direction of the linear relationship between independent variables and a dependent variable (Field, 2018). It evaluates how changes in the independent variables (X_1 and X_2) are associated with variations in the dependent variable (Y). A correlation coefficient value that is closer to 1.0 or 100% signifies a strong positive relationship, whereas a value approaching 0 indicates a weak or no relationship between the variables.

The coefficient of determination (R^2) is a statistical metric that explains the proportion of variance in the dependent variable that can be predicted or explained by the independent variables in the model (Hair et al., 2021). According to Sugiyono (2019), R^2 serves as a tool to evaluate how much contribution the independent variables collectively make in explaining the behavior of the dependent variable. The value of R^2 ranges from 0 to 1, with higher values indicating greater explanatory power of the regression model.

Hypothesis Testing
T-Test (Partial Test)

The T-test is used to assess the partial influence of each independent variable on the dependent variable by testing individual regression coefficients. This test is conducted at a 95% confidence level, using a significance value of 5% ($\alpha = 0.05$). If the significance value is less than 0.05 or the calculated t-value exceeds the critical t-table value,

the hypothesis is accepted, indicating a statistically significant effect of the independent variable on the dependent variable.

F-Test (Sinultaneously Test)

The F-test is applied to evaluate whether all independent variables, when tested simultaneously, have a significant effect on the dependent variable. This test examines the overall explanatory power of the model. Conducted at the 5% significance level ($\alpha = 0.05$), the hypothesis is accepted if the significance value is less than 0.05 or if the F-count is greater than the F-table value, indicating that the independent variables jointly influence the dependent variable significantly.

RESULTS AND DISCUSSION

Research Result
Validity and Reliability Tests
Table 2. Validity Result

Variable	Indicator	Validity		Sig	Result
		R-Count	R-Table		
Service Quality (X1)	X1.1.1	.524**	0,1946	0,000	Valid
	X1.1.2	.657**	0,1946	0,000	Valid
	X1.2.1	.575**	0,1946	0,000	Valid
	X1.2.2	.484**	0,1946	0,000	Valid
	X1.3.1	.650**	0,1946	0,000	Valid
	X1.3.2	.644**	0,1946	0,000	Valid
	X1.4.1	.702**	0,1946	0,000	Valid
	X1.4.2	.639**	0,1946	0,000	Valid
	X1.5.1	.674**	0,1946	0,000	Valid
	X1.5.5	.707**	0,1946	0,000	Valid
Digital Payment (X2)	X2.1.1	.596**	0,1946	0,000	Valid
	X2.1.2	.674**	0,1946	0,000	Valid
	X2.2.1	.707**	0,1946	0,000	Valid
	X2.2.2	.596**	0,1946	0,000	Valid
	X2.3.1	.682**	0,1946	0,000	Valid
	X2.3.2	.622**	0,1946	0,000	Valid
	X2.4.1	.708**	0,1946	0,000	Valid
	X2.4.2	.672**	0,1946	0,000	Valid
	X2.5.1	.695**	0,1946	0,000	Valid
	X2.5.2	.667**	0,1946	0,000	Valid
Customer Satisfaction (Y)	Y.1.1	.698**	0,1946	0,000	Valid
	Y.1.2	.742**	0,1946	0,000	Valid
	Y.1.3	.603**	0,1946	0,000	Valid
	Y.2.1	.682**	0,1946	0,000	Valid
	Y.2.2	.734**	0,1946	0,000	Valid
	Y.2.3	.732**	0,1946	0,000	Valid
	Y.3.1	.723**	0,1946	0,000	Valid
	Y.3.2	.577**	0,1946	0,000	Valid
	Y.3.3	.765**	0,1946	0,000	Valid

Source: Data Processed

Table 2 indicates that all indicators under the variables Service Quality (X1), Digital Payment (X2), and Customer Satisfaction (Y) have Pearson correlation values (r-count) greater than the r-table value of 0.1946. Furthermore, the significance (Sig.) values are all below 0.05. These findings indicate that all the statements used in this study are considered valid.

Table 3. Reliability Result

Variable	Cronbach's Alpha	Results
Service Quality(X1)	0.895	Reliable
Digital Payment (X2)	0.915	Reliable
Customer Satisfaction (Y)	0.895	Reliable

Source: Data Processed

Table 3 demonstrates that all variables have Cronbach's Alpha values greater than 0.7. These results indicate that the independent variables used in this study are considered reliable.

Classical Assumption Tests
Normality Test
Table 4. Normality Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	2.291639134
	Absolute	.091
Most Extreme Differences	Positive	.032
	Negative	-.091
Asymp. Sig. (2-tailed)		.040[c]

Source: Data Processed

Table 4 shows the SPSS output and the result of Asymp. Sig. (2-tailed) of 0.40, which is greater than the significance level of 0.05 (5%). This result indicates that the data is normally distributed.
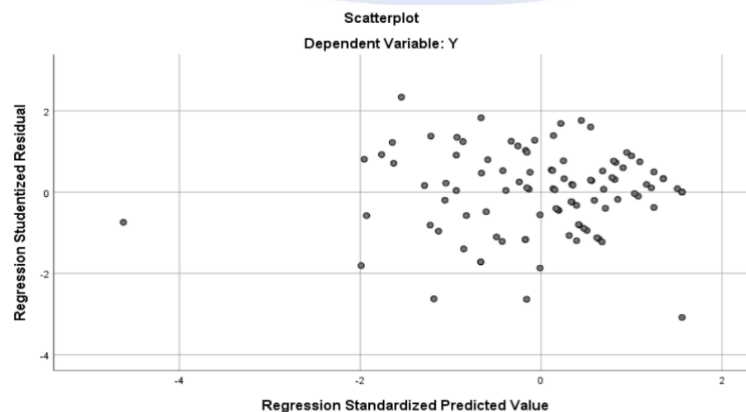
Multicollinearity Test
Table 5. Multicollinearity Result

Model	Collinearity Statistics		Status
	Tolerance	VIF	
Service Quality (X1)	0.624	1.603	No Multicollinearity
Digital Payment (X2)	0.624	1.603	No Multicollinearity

Source: Data Processed

Based on Table 5, the results show that the tolerance values for all independent variables are greater than 0.10, and the Variance Inflation Factor (VIF) values are less than 10. This indicates that there is no multicollinearity among the independent variables.

Heteroscedasticity Test

Figure 2. Scatterplot
Source: Data Processed

The scatterplot graph in Figure 2 shows that the data points are randomly distributed and evenly dispersed above and below the zero line on the Y-axis. This indicates the absence of heteroscedasticity in the regression model, suggesting that the model is appropriate for predicting the dependent variable Y based on the independent X1 and X2.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Analysis Result

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	6.511	1.931		3.372	.001
Service Quality (X1)	.189	.042	.311	4.547	.000
Digital Payment (X2)	.337	.037	.619	9.033	.000

Source: Data Processed

Based on the regression analysis result in Table 6, it can be concluded that the multiple linear regression model equation in this study is as follows:

$$Y = 6.511 + 0.189X_1 + 0.337X_2 + e$$

1. The constant value (6.511) indicates that if both Service Quality (X_1) and Digital Payment (X_2) are zero—meaning respondents are not influenced by either factor—the predicted Customer Satisfaction (Y) would be 6.511. Although such a scenario may not be realistic, this value serves as a baseline reference in the regression model. The coefficient of Service Quality (0.189) means that for every one-unit increase in Service Quality, assuming Service Quality remains constant, the Customer Satisfaction is expected to increase by 0.189 units. This suggests that the more impactful the Service Quality perceived by the respondents, the more likely they are to make get satisfied

2. The coefficient of Digital Payment (0.337) indicates that for every one-unit increase in Digital Payment, while holding Service Quality constant, the Customer Satisfaction is expected to increase by 0.337 units. Although the effect is positive, its influence is relatively bigger compared to Service Quality, as also reflected in the standardized beta coefficients (0.311 vs 0.619).

Correlation Coefficient (R) and Determination Coefficient (R^2)

Table 7. Correlation Coefficient (R) and Determination Coefficient (R^2) Result

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846[a]	.716	.710	2.315

a. Predictors: (Constant), Service Quality, Digital Payment

Source: Data Processed

Based on Table 7, the correlation coefficient (R) is 0.873, indicating a very strong positive relationship between the independent variable service quality and digital payment and the dependent variable customer satisfaction. Furthermore, the coefficient of determination (R^2) is 0.716, which means that 71.6% of the variation in Customer satisfaction can be explained by the two independent variables in the model, and the remaining 28.4% is attributed to other factors not included in the model.

Hypothesis Testing
F-Test
Table 8. Simultaneously Hypothesis Test Result

ANOVA [a]

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1311.827	2	655.913	122.369	000[b]
	Residual	519.933	97	5.360		
	Total	1831.760	99			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Service Quality, Digital Payment

Source: Data Processed

Based on Table 8, the F-count value is 122.369 which is greater than the F-table value of 3.09. Additionally, the significance value is <0.000, which is below the significance threshold of 0.05 (5%). These results indicate that Service Quality and Digital Payment have a significant influence on Customer Satisfaction. Therefore, the first hypothesis (H1) of this study is accepted.

T-Test
        Based on Table 6, the following results were obtained:
- The table shows that Service Quality has a significant effect on Customer Satisfaction, with a t-count of 4.457, which is greater than the t-table value of 1.984, and a Sig. value of 0.000, which is less than 0.05 (α = 5%). Therefore, the second hypothesis (H2) in this study is accepted.
- The table also indicates that Digital Paymenet significantly influences Customer Satisfaction, as shown by a t-count of 9.033 > t-table value of 1.984, and a Sig. value of 0.000 < 0.05. Thus, the third hypothesis (H3) in this study is also accepted.

Discussion
The Influence of Service Quality and Digital Payment on Customer Satisfaction
        This finding aligns with the Expectancy Disconfirmation Theory (Oliver, 1980), which explains that satisfaction arises when service performance exceeds expectations. When users of the Grab application experience excellent service and smooth digital payment processes, their satisfaction level increases significantly. This also confirms that the combination of tangible service delivery and the convenience of digital technology plays a crucial role in forming a positive consumer experience, based on the result this finding was support the third hypothesis: Service Quality and Digital Payment positively affect Customer Satisfaction

The Influence of Service Quality on Customer Satisfaction
        This finding is consistent with the SERVQUAL Theory by Parasuraman et al. (1985), which emphasizes dimensions such as reliability, responsiveness, assurance, tangibles, and empathy as key components that determine service excellence. For Generation Z users in Manado, aspects such as punctual drivers, polite communication, and clean vehicles significantly affect their satisfaction with the Grab service, based on the result this finding was support the first hypothesis: Service Quality positively affect Customer Satisfaction

The Influence of Digital Payment on Customer Satisfaction
        This result is supported by the Technology Acceptance Model (TAM) developed by Davis (1986), which states that perceived usefulness and ease of use are critical in shaping users' acceptance of digital technology. Gen Z users in Manado appreciate digital payment features such as OVO due to their speed, ease, security, and availability. These features increase user confidence and overall satisfaction when transacting via the Grab platform, based on the result this finding was support the first hypothesis: Service Quality positively affect Customer Satisfaction, based on the result this finding was support the seccond hypothesis: Digital Payment positively affect Customer Satisfaction.

<div align="center">CONCLUSION AND RECOMMENDATION</div>

Conclusion
1. The findings show that Service Quality and Digital Payment significantly and positively affect Customer Satisfaction among Generation Z Grab users in Manado. This supports the first hypothesis (H1), indicating that improvements in both service and digital transaction systems contribute to higher customer satisfaction levels.
2. The t-test results reveal that Service Quality (X1) significantly and positively affects Customer Satisfaction (Y). This indicates that the quality of service provided by Grab, including aspects such as responsiveness, reliability, assurance, empathy, and tangibles, is essential in building a satisfactory experience for Gen Z users..
3. Digital Payment (X2) also shows a significant and more dominant influence on Customer Satisfaction, as indicated by the highest t-value among the independent variables. The availability, ease of use, speed, security, and trust of the payment system (such as OVO) play a crucial role in shaping user satisfaction. These findings validate the second and third hypotheses (H2 and H3).

4. The coefficient of determination (R²) is 0.763, which means 76.3% of the variation in Customer Satisfaction can be explained by the independent variables Service Quality and Digital Payment, while the remaining 23.7% may be attributed to other factors not included in the model

Recommendation

1. It is recommended that PT. Grab consistently improves both its service quality and digital payment system. Specifically, enhancing the responsiveness of drivers, ensuring consistent service delivery, and maintaining vehicle cleanliness will contribute to greater user satisfaction. Furthermore, digital payment features should be continuously updated to maintain ease of use, transaction speed, and payment security.
2. Future research is suggested to include other independent variables such as pricing, promotional strategies, or user experience features to gain a more comprehensive understanding of what drives customer satisfaction. Researchers may also consider conducting a comparative study with other cities or demographic segments beyond Generation Z in Manado City.

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