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# The Influence of Service Quality and Complaint Handling on Consumer Satisfaction in the Gojek Service among Generation Z in Bandung

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**ABSTRACT**

The rapid growth of the digital economy and Super App platforms presents continuous challenges for technology companies, particularly in satisfying Generation Z consumers who place a strong emphasis on digital efficiency and problem resolution. This study aims to analyze the impact of Service Quality and Complaint Handling on customer satisfaction within the Gojek platform among Generation Z users in Bandung. This research adopts a quantitative approach with a descriptive and causal design. Data will be collected through a structured questionnaire distributed to Generation Z consumers who actively use the Gojek application and have interacted with its customer service features. The data analysis technique employed in this study is Partial Least Squares–Structural Equation Modeling (PLS-SEM), which will be used to examine the direct and simultaneous relationships among the variables. The findings of this study are expected to provide insights into digital organizations in designing operational strategies that optimize application reliability and enhance service recovery procedures in order to strengthen customer retention among Generation Z. This research is also expected to contribute to the development of Information and Communication Technology (ICT) business and service marketing literature, particularly in the context of digital consumers in Indonesia.

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## Introduction

Indonesia has position itself as one of the nations with the largest digital populations globally, reflecting a massive shift in public connectivity [1]. According to the latest data from We Are Social (2025), the total number of internet users in the country reached 212 million. This rapid expansion indicates that the majority of the Indonesian population is now integrated into the digital ecosystem, creating a solid infrastructure for the widespread adoption of online-based activities in daily life. Consequently, this rapid advancement of technology has fundamentally altered modern lifestyles, creating a demand for more convenience and efficient mobility solutions. This shift has driven the evolution of online transportation services, which integrate specific route planning, fare transparency, and ridesharing into a single digital ecosystem. Indonesia leads the global ranking in online transportation service, with 66.7% of its internet users aged 16 and above utilizing online mobility services on a monthly basis. Beyond mobility, these applications have also expanded their utility services to include Online Food Delivery (OFD) [2]. That statement is supported by Nielsen Singapore's research quoted [3] that shows around 58% of Indonesian bought ready to eat ready-to-eat food through online application via smartphones with an average of 2.6 times per week [2].

Within this competitive market, based on data from Institute for Development of Economics and Finance, a survey result reveals that 82.60% of respondents reported that Gojek serves as their primary or most frequently used online transportation application than the competitors, identifying Gojek as their primary choice for an online transportation service app. This survey indicates that even when multi-app ownership is common in the online transportation industry, consumers exhibit strong behavioral loyalty to Gojek, designating it as their default choice for daily mobility needs. This market dominance is most significant among the country's largest demographic cohort: Generation Z. According to [3], Gen Z represents the largest generational group in Indonesia, with a population of approximately 74.93 million individuals. Furthermore, the demographic data for Bandung (2024) reveals that Gen Z represents the largest population group, followed closely by Gen Alpha and Gen Y. The strong presence of Gen Z highlights Bandung's position as a center of high educational activity and rapid digital adoption.

However, the strategic importance of Generation Z in Bandung extends far beyond demographic dominance. As digital natives raised in an environment of pervasive internet access and mobile application use, this cohort exhibits rapidly evolving consumption patterns and functions as a highly critical consumer segment [3]. Their lifelong exposure to digital interfaces has recalibrated service expectations, placing a premium on seamless, instantaneous, and responsive digital experiences expectations that often exceed those of preceding generations [4,5]. This lifelong connectivity has fundamentally rewired their consumer expectations; they prioritize seamless, instant digital experiences and possess significantly higher demands for service delivery than any prior demographic. Research by Wan Nawang (2024) confirms that Gen Z consumers exhibit varying consumption behaviors and possess distinct expectations shaped by their generational environment [6]. A prior study has established that perceived application quality is a significant determinant of user ratings and reviews, with reports of bugs, system errors, and unresolved complaints consistently associated with lower satisfaction scores [7].

Despite the research evidence about the characteristics of Gen Z, the platform still failed to avoid a critical operational vulnerability. Empirical evidence from the Google Play Store reveals a disturbing trend: the application has accumulated over 4,000 one-star and two-star reviews. Users frequently cite unresponsive "Complaint Handling" and system errors as major frustrations. This pattern points to a discrepancy between Gojek's positioning as a comprehensive "super app" and the service quality actually experienced by its users, particularly its Generation Z user base, whose tolerance for service failure is comparatively low and whose dissatisfaction, if left unaddressed, may be associated with a decline in consumer satisfaction. While the relationships between Service Quality, Complaint Handling, and Consumer Satisfaction have been extensively examined in the services marketing literature, prior studies have predominantly focused on traditional service sectors such as e-commerce, hospitality, healthcare, and banking [8,9,10].

Consequently, limited empirical attention has been directed toward how these constructs operate within multi-service digital ecosystems, particularly among digitally native consumer segments whose behavioral and psychological characteristics differ substantially from those of earlier generations examined in prior study frameworks. This study addresses that gap by examining the simultaneous and partial effects of Service Quality and Complaint Handling on Consumer Satisfaction within the context of a multi-service super app, focusing specifically on Generation Z users of Gojek in Bandung, a segment characterized by distinct digital expectations that have not been adequately represented in existing service-quality frameworks.Theoretically, this study extends the application of service-quality and complaint-handling frameworks to the underexplored context of multi-service digital platforms and digitally native consumers. Practically, the findings are expected to provide actionable insights for Gojek and similar super app providers in designing service recovery and complaint-resolution strategies that align with the expectations of Generation Z users, thereby informing efforts to sustain customer satisfaction and loyalty in an increasingly competitive digital marketplace.

Service quality has long been established as one of the most consistent predictors of customer satisfaction across both conventional and digital service contexts [11]. In e-commerce and digital platform settings, prior study has demonstrated that the quality of service delivery, encompassing reliability, responsiveness, and system performance, exerts a positive and significant effect on customer satisfaction [12,13]. Similarly, a prior study on e-commerce platforms found that improvements in service quality dimensions directly translate into higher levels of perceived satisfaction among users [14]. In the context of mobile application-based services, perceived application quality, including system stability and ease of use, has also been shown to shape user satisfaction, as reflected in user ratings and reviews [15]. Within the specific context of Generation Z, a prior study further indicates that service quality plays a decisive role in shaping satisfaction and trust, given this cohort's heightened expectations for seamless and reliable digital experiences [16,17]. Based on this body of evidence, the following hypothesis is proposed:

H1: Service Quality (X1) positively and significantly affects Customer Satisfaction (Y).

Complaint handling represents a critical service recovery mechanism through which firms address service failures and restore customer trust. A prior study conducted in the public transportation sector found that the effectiveness of complaint handling, particularly in terms of responsiveness and resolution quality, has a positive and significant effect on customer satisfaction [18]. This finding is corroborated by a prior study in the e-commerce sector, which demonstrated that well-managed complaint resolution processes contribute meaningfully to overall customer satisfaction, even in digitally mediated service environments [19,20]. Likewise, a prior study on banking-sector customers reported that complaint management, measured through dimensions such as empathy, fairness, and speed of response, significantly enhances perceived satisfaction [21,22]. These findings collectively suggest that the manner in which a service provider manages and resolves customer complaints, particularly the extent to which it avoids over-reliance on impersonal or automated responses, plays a decisive role in shaping customer satisfaction outcomes. Accordingly, the following hypothesis is proposed:

H2: Complaint Handling (X2) positively and significantly affects Customer Satisfaction (Y).

Beyond their individual effects, service quality and complaint handling have also been examined jointly as determinants of customer satisfaction, given that both constructs represent complementary dimensions of the overall service experience, namely the proactive delivery of service (service quality) and the reactive resolution of service failures (complaint handling). A prior study in the e-commerce sector found that service quality and complaint handling simultaneously and significantly influence customer satisfaction, indicating that both dimensions operate in tandem rather than in isolation [8]. This is further reinforced by a prior study in the transportation services sector, which demonstrated that the combined effect of service quality and complaint management produces a significant simultaneous impact on customer satisfaction, exceeding the explanatory power of either construct alone [23]. Within the framework of PLS-SEM, such simultaneous testing allows for a more holistic assessment of how technological reliability and service recovery jointly shape the overall customer experience, particularly relevant to multi-service digital platforms catering to digitally native users. Based on this evidence, the following hypothesis is proposed:

H3: Complaint Handling (X1) and Service Quality (X2) simultaneously, positively, and significantly affect Customer Satisfaction (Y).

## Method

The method of this research is quantitative research. The type of research conducted is descriptive research. In addition, this study employs a causal research design. A causal relationship refers to a cause-and-effect association [24]. To collect the data, the sampling method used in this study is non-probability sampling with a purposive sampling technique. The criteria used in this research includes: aged between 12 and 27 years (born between 1997 and 2012), in accordance with the standard definition of Generation Z; currently residing in Bandung; an active Gojek user who has utilized Gojek

services at least once in the last six months; and has direct experience with Gojek's service process and preferably has interacted with its complaint-handling system. Since the total population size cannot be precisely identified, the determination of the sample size refers to the recommendations of Hair et al [25]. Furthermore, the sample size can also be calculated by multiplying the total number of indicators by five to ten. With 32 measurement items included in this study, the number of respondents fulfills these suggested requirements , meaning that the minimum data that is needed for this research sample is at the very least 160 respondents.

Regarding the variables, the exogenous variable in this study is customer complaint handling and Service Quality. The endogenous variable in this research is Customer satisfaction (Y). To assess these variables, this research uses the Likert scale as the measurement tool as it is proven to be effective for this specific configuration as it is demonstrated in research by Sagita et al. [26]. The item that is measured using Likert scale ranges from very positive to very negative with each point assigned with their own numerical score to provide a statistical analysis. Specifically, the number of answers that are offered in this Likert scale is 1 to 5 with 5 being the Strongly agree, 4 being Agree, 3 being Neutral, 2 being Disagree and 1 being Strongly Disagree.

For the data analytics technique, descriptive analysis is employed to interpret the data and information obtained from respondents. For hypothesis testing, a more comprehensive analytical technique like SEM is required. Specifically, this study utilizes Partial Least Square SEM (PLS-SEM), which is particularly useful for predicting dependent variables by involving many independent variables. This approach enables the evaluation of the outer model and the inner model. The evaluation of the measurement model (outer model) in PLS-SEM is a critical step to verify the reliability and validity of the research instrument (Hair et al, 2021). This process relies on assessing Construct Reliability and Validity , Convergent Validity , and Discriminant Validity. Once the data is proven reliable, the Structural Model (Inner Model) is evaluated. Evaluating the structural (inner) model serves to predict and verify the relationships between latent variables. The fundamental step in PLS structural evaluation is calculating the R-squared ($R^2$) values for endogenous variables , assessing F-squared ($f^2$) values to determine the specific effect size of each exogenous variable , and evaluating potential multicollinearity among the independent constructs by calculating the Variance Inflation Factor (VIF) metrics. Finally, hypothesis testing evaluates the variables' effects to determine both individual (partial) and collective impacts. The partial effects of independent variables on the dependent variable are determined by analyzing the p-values and t-statistics.

## Results and Discussion

The respondents in this study consisted of Generation Z individuals domiciled in Bandung who are active users of the Gojek application. A total of 160 respondents were obtained through questionnaire-based data collection this approach is aligned with established empirical methodologies utilized in research by Sagita et al. [26]. The demographic characteristics examined in this study included gender, year of birth, and length of time as a Gojek customer, it is essential to establish the demographic profile of the respondents. Categorizing the sample by fundamental characteristics, this preliminary descriptive approach aligns with research by Iradianty & Aditya (2021)[27].

The breakdown reveals a predominantly male sample, with male users comprising 65% of the total participants, which translates to exactly 104 individuals. In contrast, female users account for the remaining 35% of the sample population, representing 56 individuals. Regarding the duration of Gojek service usage, the statistical breakdown reveals that the majority of the sample population, comprising 48,1% of the total participants (77 individuals), has been actively using the application for 3 to 6 years. The second largest segment consists of users with 1 to 3 years of usage, accounting for 35,6% of the sample (57 individuals). Furthermore, 10% of the respondents (16 individuals) reported using the service for 6 to 9 years, while a small minority of 4,4% (7 individuals) have been customers for under a year and the smallest one with 1.9% of the respondents (3 individuals) have been a customer for over 9 years. This demographic composition indicates that the vast majority of the respondents possess a

substantial, long-term experiential baseline with the platform, providing a highly reliable foundation for evaluating the consistency of Gojek's service quality and complaint handling mechanisms over time.

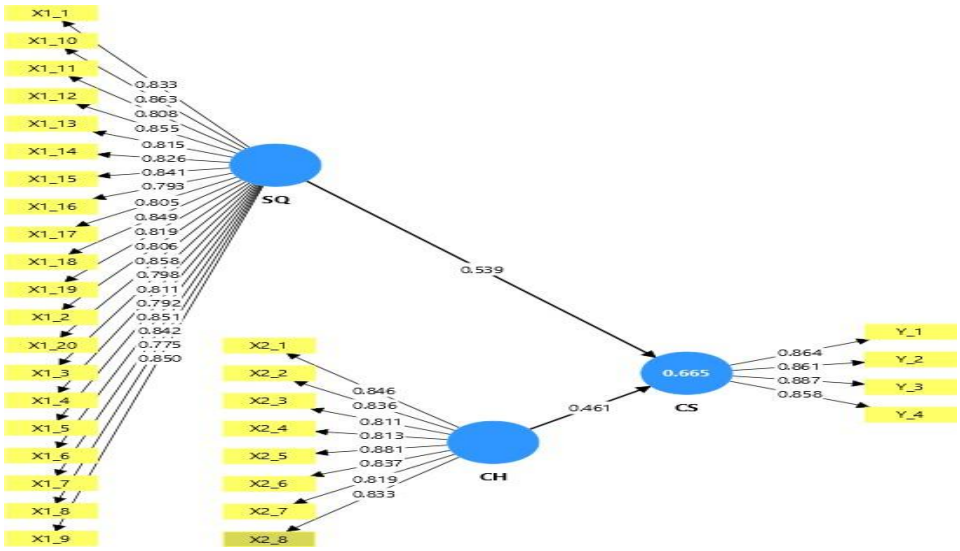


Figure 1. Outer Model Results
Source: Primary Data (2026)

The evaluation of the measurement model (outer model) in PLS-SEM is a critical step to verify the reliability and validity of the research instrument. This process utilizes a series of statistical tests within the software to guarantee that the selected indicators accurately and consistently represent their underlying constructs.

T able 1. Construct Reliability and Convergent Validity

| Variable | Indicator | Outer Loading | Cronbach's Alpha | Composite | AVE |
|---|---|---|---|---|---|
| Service Quality (*X*1) | SQ1 | 0.833 | | | |
| | SQ2 | 0.806 | | | |
| | SQ3 | 0.798 | | | |
| | SQ4 | 0.811 | | | |
| | SQ5 | 0.792 | | | |
| | SQ6 | 0.851 | | | |
| | SQ7 | 0.842 | | | |
| | SQ8 | 0.775 | | | |
| | SQ9 | 0.850 | | | |
| | SQ10 | 0.863 | | | |
| | SQ11 | 0.808 | 0.975 | 0.977 | 0.680 |
| | SQ12 | 0.855 | | | |
| | SQ13 | 0.815 | | | |
| | SQ14 | 0.826 | | | |
| | SQ15 | 0.841 | | | |
| | SQ16 | 0.793 | | | |
| | SQ17 | 0.805 | | | |
| | SQ18 | 0.849 | | | |
| | SQ19 | 0.819 | | | |
| | SQ20 | 0.858 | | | |
| Complain | CH1 | 0.846 | | | |

| | | | | | |
|---|---|---|---|---|---|
| Handling (*X*2) | CH2 | 0.836 | | | |
| | CH3 | 0.811 | | | |
| | CH4 | 0.813 | 0.938 | 0.938 | 0.938 |
| | CH5 | 0.881 | | | |
| | CH6 | 0.837 | | | |
| | CH7 | 0.819 | | | |
| | CH8 | 0.833 | | | |
| Consumer | CS1 | 0.864 | | | |
| Satisfaction | CS2 | 0.861 | | | |
| (Y) | CS3 | 0.887 | 0.890 | 0.890 | 0.890 |
| | CS4 | 0.858 | | | |

Source: Primary Data (2026)

First, for convergent validity and construct reliability, outer loading represents the correlation between each indicator and its latent construct. The results show that all 32 indicators have outer loadings ranging from 0.775 to 0.887, all exceeding the minimum threshold of 0.70. Therefore, all indicators are declared VALID and suitable as measurement instruments for their respective constructs. Furthermore, all constructs meet the standards for reliability and validity. Cronbach's Alpha and Composite Reliability values for all constructs exceed 0.88, well above the 0.70 threshold, indicating high internal consistency. AVE values range from 0.680 to 0.752, all above 0.50, meaning more than 50% of the variance in indicators is explained by their respective constructs, thus satisfying convergent validity. The consolidated results are presented in Table 1 above.

Table 2. Discriminant Validity (Fornell-Larcker Criterion & HTMT Ratio)

| **Construct** | **HTMT Ratio** | **Fornell-Larcker** |
|---|---|---|
| **Service Quality (X1)** | | **0.825** |
| **Complaint Handling (X2)** | | |
| *Correlation with X1* | 0.334 | 0.325 |
| *Square Root of AVE (Diagonal)* | | **0.835** |
| **Customer Satisfaction (Y)** | | |
| *Correlation with X1* | 0.735 | 0.689 |
| *Correlation with X2* | 0.691 | 0.636 |
| *Square Root of AVE (Diagonal)* | | **0.867** |

Source: Primary Data (2026)

Next, to ensure that each construct measures a distinct and separate concept, discriminant validity is evaluated. HTMT values must be < 0.90 for discriminant validity to be established. All HTMT values are below 0.90 (highest value: 0.735), confirming discriminant validity across all construct pairs. In addition, the square root of a construct's AVE must be greater than its correlation with all other constructs. The diagonal values (square root of AVE) for each construct are greater than all inter-construct correlations, confirming that the Fornell-Larcker Criterion is satisfied and discriminant validity is established. The comprehensive discriminant validity results are displayed in Table 2.

Table 3. Structural Model Assesment

| **Creditor Construct** | **Endogenous Construct** | **Collinearity (VIF)** | **Effect Size ($f^2$)** | **$f^2$ Category** | **$R^2$** | **Predictive Capability** |
|---|---|---|---|---|---|---|
| Service Quality (X1) | Customer Satisfaction (Y) | 1.118 | 0.775 | Large (> 0.35) | 0.665 | Substansial |
| Complaint Management (X2) | Customer Satisfaction (Y) | 1.118 | 0.568 | Large (> 0.35) | | |

Souce: Primary Data (2026)

Evaluating the structural (inner) model serves to predict and verify the relationships between latent variables. The fundamental step in PLS structural evaluation is calculating the R-squared ($R^2$) values for endogenous variables. An $R^2$ value of 0.665 indicates that service quality (X1) and complaint handling (X2) jointly explain 66.5% of the variance in customer satisfaction (Y). The remaining 33.5% is attributed to factors outside the model. This value is classified as substantial (moderate to large), demonstrating strong predictive capability of the model [25].

Additionally, assessing F-squared ($f^2$) values strengthens the evaluation by determining the specific effect size of each exogenous variable. Effect size $f^2$ measures the relative contribution of each predictor to the endogenous construct. Criteria: $f^2 < 0.02$ = weak; 0.02–0.15 = small; 0.15–0.35 = medium;

> 0.35 = large. Both independent variables demonstrate a large effect size. Service quality ($f^2$ = 0.775) has a relatively greater contribution than complaint handling ($f^2$ = 0.568) in explaining customer satisfaction. Both are categorized as large effects, confirming the practical significance of each predictor. Finally, to verify the structural model's integrity, it is essential to evaluate potential multicollinearity among the independent constructs. Variance Inflation Factor (VIF) values must be <

5.0 to ensure there are no multicollinearity issues among predictors. The VIF value for both predictors is 1.118, far below the threshold of 5.0. This indicates that there are no multicollinearity problems in the structural model, and the effect of each variable can be estimated independently and validly. The consolidated evaluation of the structural model is presented in Table 4 above.

Based on the outer model and inner model analyses presented above, the following is a summary of the hypothesis testing results. Hypothesis testing evaluates the variables' effects to determine both individual (partial) and collective impacts. The partial effects of independent variables on the dependent variable are determined by analyzing the p-values and t-statistics. A specific hypothesis is supported if the corresponding p-value is 0.05 or lower, and the t-statistic is 1.96 or higher. The summarized outcomes for all three hypotheses are presented in Table 4 below.

Table 4. Hypothesis Testing Results

| H | Hypothesis | Path Coefficient (β) | T-Statistic | P-Value | Decision |
|---|---|---|---|---|---|
| H1 | The existence of service quality (X1) positively and significantly affects customer satisfaction (Y) | 0.539 | 12.633 | < 0.001 | SUPPORTED |
| H2 | The existence of complaint handling (X2) positively and significantly affects customer satisfaction (Y) | 0.461 | 10.110 | < 0.001 | SUPPORTED |
| H3 | The existence of complaint handling (X1) and service quality (X2) simultaneously positive and significantly affects customer satisfaction (Y) | $R^2$ = 0.665 | F-sig | < 0.001 | SUPPORTED |

Source: Primary Data (2026)

For H1, the test results show a path coefficient of β = 0.539, T-statistic = 12.633, and p-value < 0.001. Since the T-statistic (12.633) greatly exceeds the critical value of 1.96 and the p-value is below 0.05, H1 is supported. Service quality is proven to positively and significantly influence customer satisfaction. The higher the perceived service quality, the higher the level of customer customer satisfaction. Furthermore, service quality is the strongest predictor in this model (β = 0.539) with a large effect size ($f^2$ = 0.775). For H2, the test results show a path coefficient of β = 0.461, T-statistic = 10.110, and p-value < 0.001. Since the T-statistic (10.110) exceeds the critical value of 1.96 and the p-value is below 0.05, H2 is supported. Complaint handling is proven to positively and significantly influence customer satisfaction. This indicates that effective and responsive complaint management makes a real contribution to improving customer satisfaction, with a large effect size ($f^2$ = 0.568). Finally, for H3, the structural model results show that service quality (X1) and complaint handling (X2), taken together (simultaneously), exert a positive and significant influence on customer satisfaction (Y), with $R^2$ = 0.665 and $R^2$ Adjusted = 0.660. This indicates that both independent variables jointly explain 66.5% of the

variation in customer satisfaction, while the remaining 33.5% is attributed to factors outside the model. Therefore, H3 is supported.

The statistical evaluation firmly establishes Service Quality as the most prominent determinant of Customer Satisfaction among Generation Z users in Bandung. With the highest path coefficient of $\beta = 0.539$ and a substantial effect size of $f^2 = 0.775$, the empirical data proves that delivering reliable, seamless, and high-quality core services is the primary driver of user satisfaction. This finding strongly aligns with several previous studies outlined in the literature review. For instance, research by Hidayat et al. (2024) as well as the study by Kurniawan et al. (2025) both confirmed that Service Quality significantly boosts Customer Satisfaction [28,29]. Furthermore, study by Demirel (2025) consistently highlight that service quality dimensions are independent and positively related to customer satisfaction across various service sectors. This current research validates those previous frameworks and successfully projects them into the modern digital on-demand economy [30].

This result also directly correlates with the psychological and behavioral profile of Generation Z outlined in the early stages of this research. As true "digital natives" who have grown up in a fully integrated digital environment, this demographic possesses exceptionally high expectations for technological performance. They prioritize instant gratification and seamless digital experiences, meaning their tolerance for application errors, inaccurate tracking, or service delays is exceedingly low. For a multi-service "Super App" like Gojek, the core dimensions of Service Quality, such as system reliability, time accuracy, driver professionalism, and transaction transparency, are not merely optional enhancements but absolute and non-negotiable baseline requirements. When the platform consistently meets these stringent operational standards, it directly translates into a strong sense of fulfillment and trust for the users. Consequently, this empirical evidence strongly supports the theoretical framework that in a highly competitive digital on-demand economy, superior service quality acts as a strategic necessity that establishes positive brand perception, prevents customer churn, and drives long-term platform loyalty.

The empirical findings demonstrate that Complaint Handling positively and significantly influences Customer Satisfaction. With a path coefficient of 0.461 and a large effect size of 0.568, this variable acts as a crucial reactive mechanism to restore user trust. While excellent service quality proactively increases user satisfaction, complaint handling operates as an essential safeguard when service failures or application errors inevitably occur. These results are highly consistent with prior studies that emphasize the importance of service recovery. For example, research by Salam et al. (2025) found that complaint handling has a positive and significant effect on customer satisfaction, noting that customers who perceive their complaints are handled professionally are more likely to feel valued [10]. Similarly, Helmi (2025) discovered that customers are more satisfied when complaint handling is fast, accurate, and fairly compensated [20]. Furthermore, studies by Fatonah and Sulmiah (2025) and Nashiruddin et al. (2026) reinforce the concept that effective complaint handling can successfully change an unsatisfied customer into a satisfied one [31,32]. This current study validates that these principles remain critical within the modern digital transportation sector.

Contextualizing this within the empirical phenomena found in user reviews, the data highlights a critical operational vulnerability regarding the over reliance on automated bot responses. The empathy and accessibility aspects of complaint handling are stated to be lacking by the users, who frequently cite unresponsive automated systems and canned responses as major frustrations. Generation Z consumers critically value effective, fair, and empathetic service recovery procedures to maintain their relationship with the brand. When they face issues such as financial loss or delivery failures, they expect a human centric approach. Therefore, improving the customer service system to directly connect users with real human operators rather than just automated chatbots is highly necessary. A responsive human support system can accelerate the resolution of complex issues and provide the specific empathy that Generation Z users critically demand when facing service failures.

The structural model evaluation confirms that service quality and complaint handling simultaneously exert a positive and significant influence on customer satisfaction. Together, these two independent variables explain 66.5% of the variation in customer satisfaction, while the remaining 33.5% is attributed to factors outside the model. This robust simultaneous effect is strongly supported by previous literature. For instance, research conducted by Rohmayati & Hidayat (2022) discovered that quality of service and complaint handling both individually and together significantly improve customer satisfaction [8]. Furthermore, the study by Ginting et al. (2024) and Ratnaningrum and Handayani (2025) confirmed that service quality and complaint handling both significantly boost user satisfaction [23,33]. This proves that the combination of proactive service delivery and reactive service recovery is universally vital for business sustainability.

Within the context of the Gojek application, the simultaneous evaluation of both variables confirms that customer satisfaction is a holistic experience, shaped by balancing robust technological capabilities with human-centric problem resolution. Generation Z consumers, as digital natives, do not rely solely on seamless technological performance to evaluate an application. They critically value effective, fair, and empathetic service recovery procedures to maintain their relationship with the brand. These findings extend existing marketing management literature by highlighting a more comprehensive mechanism of satisfaction among Generation Z. Reliable service quality acts as the primary retention driver, while highly responsive complaint handling operates as a crucial safeguard. Therefore, relying on only one of these factors is insufficient to retain Generation Z users in highly competitive Super App ecosystems.

## Conclusions

This research examines the relationship between service quality and complaint handling on customer satisfaction within the Gojek service among Generation Z in Bandung. The findings reveal that service quality is the most significant predictor of customer satisfaction, confirming its central role in driving user loyalty in the digital on-demand economy. While excellent service quality proactively increases user satisfaction, complaint handling is also found to have a strong and positive direct effect on customer satisfaction, indicating an essential reactive mechanism to restore trust when service failures or application errors inevitably occur. This result suggests that Generation Z consumers, as "digital natives," do not rely solely on seamless technological performance to evaluate an application; they critically value effective, fair, and empathetic service recovery procedures to maintain their relationship with the brand. Furthermore, the simultaneous evaluation of both variables confirms that customer satisfaction is a holistic experience, shaped by balancing robust technological capabilities with human-centric problem resolution. These findings extend existing marketing management literature by highlighting a more comprehensive mechanism of satisfaction among Generation Z, where reliable service quality acts as the primary retention driver, while highly responsive complaint handling operates as a crucial safeguard, indicating that relying on only one of these factors is insufficient to retain Generation Z users in highly competitive "Super App" ecosystems.

For the company, the empathy and accessibility aspects of complaint handling, particularly regarding the over reliance on automated "bot" responses, are stated to be lacking by the users. This needs to be improved in order to actively restore user trust and increase customer satisfaction. Improving the customer service system to be more human-centric and responsive than what is currently implemented is highly necessary. One way that can be done is by creating a more accessible live chat feature within the application that directly connects users with real human operators rather than just automated chatbots. A responsive human support system can accelerate the resolution of complex issues, prevent prolonged system delays, and provide the specific empathy that Generation Z users critically demand when facing service failures. Additionally, the reliability aspect of service quality, specifically regarding application system errors and delivery transparency, still requires continuous improvement. Delivering seamless technological performance and accurate real time tracking is crucial so that users do not feel frustrated and switch to competing platforms. One way that can be done is by conducting regular application maintenance to minimize system crashes and

implementing stricter quality control over driver partners. By ensuring driver professionalism and time accuracy, the company can proactively meet the high expectations of digital natives before any complaints are triggered.

For next research, conducting research with a different demographic object or a broader geographical scope is recommended in order to find out how service quality and complaint handling affect customer satisfaction across different populations. This is because this current research is strictly limited to the Generation Z cohort domiciled in Bandung. Comparing different generational groups (such as Millennials versus Generation Z) or expanding the sample to a national scale could yield a more comprehensive and comparative perspective on consumer behavior within the digital on-demand economy. Lastly, conducting research on what other factors influence customer satisfaction and retention within the Gojek platform or other multi-service digital ecosystems is also suggested. Factors that can influence overall customer satisfaction and loyalty that can be added for future research include perceived value, brand trust, user interface quality, and customer experience.

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