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Optimization of Sports Equipment Procurement in Improving the Quality of Public Services in the Field of Sports in Gelora Tomo City Surabaya

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Abstract. This study aims to analyze the optimization of sports equipment procurement in relation to improving the quality of public services in the sports sector in Gelora Tomo, Surabaya City. This study uses the SERVQUAL theoretical approach (Parasuraman, Zeithaml, & Berry, 1988) which includes five main dimensions, namely *tangibles, reliability, responsiveness, assurance, and empathy*. The research method used was qualitative-quantitative descriptive with data collection through field observation, documentation, and surveys of 150 respondents who used sports facilities. The results of the study showed that the level of optimization of sports equipment procurement was in the category of quite optimal with an average score of 3.49, while the quality of public services increased to 3.68 (good category). The highest improvement occurred in the *tangibles* and *reliability* dimensions, while the *empathy* dimension still needs to be strengthened through public participation and user-based needs evaluation. Theoretically, these results confirm the relevance of the SERVQUAL model in measuring the quality of public services in the sports sector. Optimizing the procurement of effective, transparent, and needs-oriented equipment has proven to be a key determinant in building inclusive, professional, and sustainable sports public services.

Keywords: Optimization; Procurement; Public Service; SERVQUAL; Sports

1. INTRODUCTION

Sports as a vehicle for public service have a strategic role in the development of human resources, public health, and the formation of citizen character. Local governments have an obligation to provide adequate sports facilities and infrastructure to support public services in the field of sports (Aziza & Srimarchea, 2023). Efforts to provide and maintain sports facilities are a challenge in itself considering the dynamics of society, quality demands, and the development of national and international standards (Aprilia & Rusli, 2025). The city of Surabaya through various policies has designated stadiums and sports complexes as centers for community sports activities and athletes. One of them is the Gelora Tomo Stadium, which has become one of the icons of sports facilities in Surabaya and is even used for major championships. The existence of adequate facilities at the location shows the commitment of the local government to support public services in the sports sector, but at the same time demands optimal management and procurement of sports equipment so that the quality of service can be maintained and improved (Agustianto, Bisnis, Country, Banyuasin, & Kunci, 2020).

The procurement of sports equipment is an integral part of the implementation of public services in the field of sports, because the equipment is one of the input components that determine the effectiveness and efficiency of services to the community and athletes (Yudhistira, Bayu, Usra, & Yusfi, 2023). Without adequate equipment, sports services will

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experience obstacles that can affect user satisfaction, facility utilization, and the success of sports coaching programs (Winario, Pani, Mairiza, & Assyifa, 2023). Therefore, procurement optimization is an important aspect to be studied. However, practice on the ground shows that the procurement of equipment in public sports facilities does not always run optimally. At the Gelora Tomo Stadium, for example, there are reports of damage to facilities due to certain incidents that indicate the need for more attention to the conditions of procurement, maintenance and management of sports facilities. The damage can reduce the level of public services and public trust in sports facilities provided by the city government.

Aspects of public services such as ease of access, equipment reliability, and facility readiness also affect user perception and effectiveness of facility use (Muhamad Nur Afandi, Anomsari, Novira, & Sudartini, 2023). The City of Surabaya's policy shows that residents can take advantage of government-owned sports facilities for free or with minimal levies, as an effort to increase community participation in sports. However, if the equipment or facilities do not function or are not feasible, the quality of public services in the sports sector will be hampered, even though the quantity of facilities is available (Afandi Afandi, Fatah, Roekminiati, & Pramudiana, 2025). Equipment procurement is a critical point because it involves aspects of planning, budgeting, technical specifications, maintenance, and distribution of use. Without good planning, both in terms of type, quantity, and technical conditions, procurement may not be in accordance with the needs of sports halls, types of sports, or target public users. Therefore, research on optimizing the procurement of sports equipment has high relevance to improve the quality of public services in the sports sector (Kuntadi & Nugroho, 2023).

The focus on the Gelora Tomo Stadium is relevant because the complex is a large facility that serves a variety of sports activities not only big matches but also community development, athletes, and other sports activities. With a wide scope of services and a large number of beneficiaries, the conditions for the procurement and maintenance of sports equipment there will have a significant impact on the quality of public services in the sports sector in the city of Surabaya (Arifah & Amalia, 2021). This research is important because even though large facilities are available, the quality of public services through these facilities is not necessarily optimal if sports equipment is inadequate or not well managed. Lack of procurement or inappropriate procurement will result in unsatisfactory services, the potential for hampered sports coaching, and public benefits that are not maximized. Therefore, the aspect of "optimization" in equipment procurement is very important to be studied systematically (Dewi & Budiawan, 2023).

This research will explore the factors that affect the procurement of sports equipment (e.g. planning, budget, technical specifications, maintenance) and how these procurement impact improving the quality of public services in the field of sports. Thus, the research seeks to examine how the procurement of equipment in sports public facilities can be optimized so that services to the community increase. This research is also relevant to the agenda of local governments in improving the quality of public services in general. As a basic service, sports are part of the mandatory affairs of local governments (including in the aspect of public services) that need attention so that people can exercise, achieve, and get optimal health and social benefits. Thus, strengthening the procurement of sports equipment in public facilities such as the Gelora Tomo Stadium is part of efforts to improve the quality of public services in the city of Surabaya.

The existence of regulations and policies that support the provision of sports facilities in Surabaya shows that there is a normative foundation for this research. However, in practice, there are challenges in procuring, maintaining, and utilizing sports facilities for the general public and athletes. This research will make a theoretical contribution by developing a model or framework for optimizing the procurement of sports equipment as well as practical contributions for policy makers in the city of Surabaya. Therefore, this study took the title *"Optimizing the Procurement of Sports Equipment in Improving the Quality of Public Services in the Sports Sector at the Gelora Tomo Stadium, Surabaya City".* It is hoped that the results of this study can identify procurement barriers, determine optimal strategies, and produce implementable recommendations for stakeholders to improve the quality of sports public services in Surabaya.

2. LITERATUR RIVIEW

Optimization in Sports Equipment Procurement

Procurement is one of the main functions in public management which plays an important role in ensuring the effectiveness and efficiency of services (Palenewen, 2019). According to LKPP Regulation Number 12 of 2021 concerning Guidelines for the Procurement of Government Goods/Services, the procurement of goods must be oriented towards the principles of efficiency, effectiveness, transparency, and accountability (Syafar, Husen, & Razak, 2022). The procurement of sports equipment not only serves to meet the technical needs of sports activities, but also as a means of supporting public services oriented towards community satisfaction. Therefore, optimization in the procurement process is a strategic need. The concept of optimization in procurement can be understood as an effort to maximize the

results achieved with limited resources. Process optimization must be directed at achieving the best value (value for money), which is a balance between quality, cost, and benefit. Procurement optimization means ensuring that the equipment purchased is in accordance with sports quality standards, user needs, and has high durability to high frequency of use.

The procurement of sports facilities in the public sector is often encountered with problems such as inconsistencies between planning and field needs, delays in distribution, and low quality of goods received. The main factors inhibiting optimization are weak needs planning and lack of competence of human resources in the procurement sector (Asfirah, Nafillah, Rosita, Adi, & Widyaningrum, 2025). This shows that optimization is not only related to technical aspects, but also involves management, supervision and a comprehensive evaluation system. The procurement of optimal sports equipment also requires synergy between administrative and technical aspects. Coordination between procurement units, finance departments, and facility managers is the main key to making the process run effectively and on target. Optimization can be realized through the use of an electronic-based procurement information system (e-procurement), which can increase transparency and minimize potential irregularities (Kardiati, 2025).

The optimization of public assets including sports equipment does not only stop at the procurement stage, but also includes maintenance, management, and evaluation of use. Optimal procurement must be integrated with the asset lifecycle, so that every item acquired can be used sustainably and supports long-term service. Thus, procurement planning in sports facilities must pay attention to the usage cycle, renewal needs, and the availability of maintenance budgets. Based on theoretical studies and previous research, it can be concluded that optimizing the procurement of sports equipment is a multidimensional process that includes strategic planning, budget efficiency, suitability of user needs, and sustainability of asset utilization. This optimization needs to be directed not only to meet the standards of professional sports facilities, but also to support inclusive public services oriented towards the satisfaction of the community of facility users.

Improving the Quality of Public Services in the Sports Sector

Public service is a government activity in meeting the needs of the community in accordance with the principles of justice, efficiency, and effectiveness. Law Number 25 of 2009 concerning Public Services emphasizes that every agency is obliged to provide quality services, including in the sports sector (Christiana, Herawati, & Afrilia, 2025). Public services in the field of sports include the provision of facilities, infrastructure, and sports activities that can be accessed by all levels of society to support fitness, achievements, and social welfare.

According to Zeithaml, Parasuraman, & Berry (1988) in the *SERVQUAL model*, the quality of service can be measured through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Fitriyana, Zahra Farhati, Therasari, Ramadhan, & Pratidina Dra, 2023). The tangible dimension includes the equipment and physical means available; reliability related to the reliability of services in supporting sports activities; responsiveness reflects the speed and readiness of officers in serving; assurance describes the assurance of the safety and professionalism of the manager; While empathy emphasizes attention to the needs of users. Thus, the quality of public services in the field of sports is closely related to the availability of proper equipment and professional management of facilities.

A number of previous studies have shown that the quality of public services in the field of sports is greatly influenced by the condition of equipment and supporting facilities. The availability of complete and well-maintained sports equipment has a significant influence on the satisfaction of users of sports facilities in Surabaya. This shows that the procurement of optimal equipment plays a direct role in improving the quality of public services. Therefore, the relationship between these two variables is functional and mutually reinforcing. In addition to the physical aspect, improving the quality of public services in the field of sports also depends on the professionalism of the management staff. Quality public services cannot be realized without the competence of the apparatus in managing, maintaining, and optimizing the use of sports facilities. Managers who understand the function of equipment and user needs can provide services that are more responsive and adaptive to changing community needs.

Improving the quality of public services in the field of sports needs to be oriented towards efficiency and user satisfaction. Public service reform must place the public as "customers" who are entitled to receive the best services (Muriany & Ruhunlela, 2021). The provision of adequate sports equipment is a tangible manifestation of improving the quality of public services because it directly increases the experience and satisfaction of facility users. Based on theories and empirical findings, it can be concluded that the improvement of the quality of public services in the field of sports is the result of the synergy between the provision of physical facilities (including sports equipment), management competence, and service systems that are adaptive to the needs of the community. The optimization of the procurement of sports equipment in Gelora Tomo is expected to be a catalyst in improving the quality of public services, both in terms of user satisfaction, the effectiveness of sports activities, and the positive image of the local government as a responsive and quality public service provider.

3. RESEARCH METHODS

This research uses a descriptive qualitative approach, because it aims to understand and describe in depth the process of optimizing the procurement of sports equipment in relation to improving the quality of public services. A qualitative approach is used to explore complex phenomena by exploring the meaning of the experiences of the perpetrators and their social contexts. This approach is considered relevant because the research focuses on interpretation, policy analysis, as well as managerial practices in the procurement of sports equipment in public facilities. The location and subject of this research was carried out at the Gelora Tomo Stadium, Surabaya City, which **is** one of the main sports facilities owned by the Surabaya City Government. This location was chosen purposively because it has a strategic role as a public service center in the sports sector and is a representation of local government policies in the provision and management of sports facilities. The research subjects consisted of officials of the Surabaya City Culture, Youth and Sports and Tourism Office (Disporapar), managers of Gelora Tomo facilities, and service users (community and athletes).

The sources and types of data used in this study include primary data and secondary data. Primary data was obtained through in-depth interviews, direct observation of the condition of sports facilities and equipment, and documentation in the field. Meanwhile, secondary data is obtained from official local government documents, goods/services procurement reports, laws and regulations, and relevant academic literature regarding public services and procurement management. Data collection is carried out by three main methods: (a) In-depth interviews, conducted with related parties such as procurement officials, stadium managers, and facility users, to obtain information about the procurement process, constraints, and optimization efforts. (b) Participatory observation, carried out to directly assess the condition of sports equipment and the quality of public services in the Gelora Tomo area. (c) Documentation studies, used to complement empirical data through the review of financial statements, strategic plans, and regulations related to the procurement of government goods/services.

Data analysis was carried out using the interactive model Miles, Huberman, and Saldaña (2014) which consists of three main stages: (1) Data reduction, which is the process of selecting, focusing, and simplifying relevant data; (2) Data display, which is organizing data in the form of narratives, tables, or matrices so that they are easy to understand; (3) Conclusion drawing/verification, which is the process of interpreting the meaning of data that has been analyzed to obtain research findings. The analysis process is carried out iteratively so that the results are valid and contextual to the phenomenon being studied. Reference Theory This study

uses the Service Quality Theory from Zeithaml, Parasuraman, and Berry (1988) as the main theory that becomes a reference for the results and discussion. This theory emphasizes the five main dimensions of service quality, namely: tangibles, reliability, responsiveness, assurance, and empathy. The theory is used to analyze how the optimization of the procurement of sports equipment in Gelora Tomo can affect the quality of public services, especially through *tangible* and *reliability dimensions* that are directly related to the physical condition of the equipment and service reliability.

4. RESULTS AND DISCUSSION

Optimization in Sports Equipment Procurement

The procurement process of sports equipment at the Gelora Tomo Complex (GELORA TOMO) Surabaya City is carried out by the Surabaya City Culture, Youth and Sports and Tourism Office (Disporapar) with the support of the e-procurement system through LPSE (Electronic Procurement Service). The procurement includes equipment for: athletics, football, swimming, and fitness, supporting facilities (spectator seats, electronic scoreboards, treadmills, mats, and outdoor fitness equipment). However, the results of the study show that although administratively the procurement process is in accordance with regulations, the effectiveness of its use is not fully optimal. These conditions can be observed from the following field findings.

Table 1. General Conditions of Procurement and Utilization of Sports Equipment in GELORA TOMO (2025).

Facility Categories	Number of Units	Good Condition (%)	Slightly Damaged Condition (%)	Severely Damaged Condition (%)	Frequency of Use (average/week)	Fit with Needs (%)
Athletics & Fitness	120	68	24	8	5 times	70
Football & Open Field	80	75	18	7	7 times	80
Renang & Aquatic Center	45	82	15	3	4 times	85
Public Outdoor Facilities (Fitness, Jogging)	95	60	30	10	6 times	65
Supporting Facilities (Lighting, Seats, Scoreboard)	70	78	15	7	5 times	75

Source: Primary data of field research, September–October 2025.

Initial Analysis: The Gap between Needs and Procurement Outcomes

Based on the data above, the average level of conformity between procurement results and user needs only reaches 75%. This means that there is a gap of about 25% between the equipment held and the actual needs of the user. This gap corresponds to Gap 1 (Customer Expectation vs Management Perception) in the SERVQUAL model by Parasuraman et al. (1988) which is the difference between the expectations of service users (athletes, society) and management's perception of what they need. The main causes of this gap are the identification of needs that are still top-down, not based on actual user surveys, technical specifications of tools that do not always refer to sports federation standards or professional training needs, and limitations of technical human resources in evaluating the quality of tools at the stage of receiving goods. This shows that procurement optimization depends not only on the correct administrative process, but also on *managerial meticulousness* in aligning *user expectations* with *the performance of public service providers.*

The Tangibles *dimension* includes physical evidence of the service, including facilities, equipment, and the appearance of the work environment. The field results show that most users consider *the tangibles of GELORA TOMO quite well, but there is still room for improvement.*

Table 2. User Perception of the Tangible Dimension.

Tangibles indicator	Average Score (1–5)	Category
Cleanliness and neatness of sports facilities	3.8	Good
Physical condition and fitness of sports equipment	3.2	Pretty Good
Equipment completeness according to sports	3.1	Pretty Good
Availability of training areas and support rooms	3.7	Good
Regularity of equipment layout and area of use	3.6	Good
Total Average	**3.48**	**Pretty Good**

Source: Results of the Gelora Tomo facility user survey, 2025.

The *tangible* dimension shows an imperfect fit between procurement and user perception. According to Parasuraman, the perception of service quality will improve when *physical evidence* supports *users' expectations of the professionalism of service providers*. The condition of the equipment that is incomplete or quickly damaged causes *negative disconfirmation*, which is a mismatch between expectations and actual perceptions, thereby reducing user satisfaction. Procurement is oriented towards the completeness of facilities, but has not prioritized the sustainability of equipment functions. Optimization must be carried out by changing the procurement paradigm from *supply-based* to *demand-based procurement*, which is based on real user needs that are measured through surveys and usage monitoring.

Procurement Process Effectiveness (Reliability Dimension)

The reliability of procurement is seen from the extent to which the process is able to provide goods and services according to time, specifications, and needs. Based on interviews with Dispora staff, the procurement process is usually carried out every year using an open tender system. However, there are complaints from users regarding the delay in arriving or goods that are not in accordance with the order.

Table 3. Evaluation of Procurement Reliability in Gelora Tomo.

Procurement Reliability Aspect	Score (1–5)	Satisfaction Percentage (%)	Information
Timeliness of delivery of goods	3.4	68%	Pretty Good
Applicability of tool specifications to field needs	3.1	62%	Pretty Good
Accuracy of the number of goods received	3.7	74%	Good
Tender administrative procedures and transparency	4.0	80%	Good
After-service monitoring	2.9	58%	Not Good
Total Average	**3.42**	**68.4%**	**Pretty Good**

Source: Survey and interview results, 2025.

Reliability means the ability of a service provider to consistently deliver services as promised. This means ensuring that all stages from planning, procurement, to maintenance run according to schedule and quality standards. However, the data shows that although administrative procedures are transparent, the after-service aspect of monitoring is still weak. The non-fulfillment of post-procurement services widens *the Gap 3 (Service Delivery Gap),* which is the difference between the service standards designed and their implementation in the field. Theoretically, this inconsistency lowers *perceived service quality* because users judge the reliability of services not only from the existence of goods, but also from their functionality and ability to last in the long term.

Procurement responsiveness reflects the extent to which facility managers are able to respond to needs, complaints, or reports of equipment malfunctions quickly and appropriately. The survey results show that the field officers and managers of GELORA TOMO are considered quite responsive, although they are still constrained by bureaucracy.

Table 4. User Perception of Managers' Responses in Procurement and Maintenance.

Indicator Responsiveness	Score (1–5)	Category
Speed of response to appliance crash reports	3.7	Good
Ease of reporting needs or complaints	3.8	Good
Quick action in providing alternative tools	3.6	Good
Timeliness of handling user complaints	3.3	Pretty Good
Coordination between Dispora units and field managers	3.4	Pretty Good
Total Average	**3.56**	**Good**

Source: Results of the Gelora Tomo facility user survey, 2025.

Responsiveness is a dimension that assesses the speed and willingness of the officer to help customers. Responsiveness is an important indicator for assessing the professionalism of public services, especially those involving multiple users such as sports facilities. The above data shows that field officers have a good level of responsiveness at the operational level, but limited authority means that they cannot always immediately replace or repair damaged equipment.

Procurement assurance includes procedural clarity, officer competence, and quality assurance of tendered goods. The results show that most users feel quite confident in the transparent procurement process, but still have doubts about the quality of certain tools.

Table 5. User Perception of the Assurance Dimension in Procurement.

Indicator Assurance	Score (1–5)	Category
Clarity of procurement procedures	4.0	Good
Officers' competence in choosing quality tools	3.5	Good
Disclosure of information related to contractors and suppliers	3.8	Good
The quality of the equipment is accepted as per national standards	3.4	Pretty Good
Safety of use of tools by the public	3.9	Good
Total Average	**3.72**	**Good**

Source: Results of the Gelora Tomo facility user survey, 2025.

The *assurance dimension* relates to the user's sense of security and trust in the service provider. Sports facilities are highly determined by the professionalism of the apparatus and the quality of procurement results. The fact that the *assurance score* is high shows that Gelora Tomo has succeeded in maintaining transparency and integrity of the procurement bureaucracy. However, the variation in the quality of the tool indicates the need for internal quality control so that quality assurance does not stop at the administrative aspect, but also at the functional aspect.

Empathy means the extent to which the management understands and adjusts the procurement process to the specific needs of users (athletes, coaches, the general public).

Table 6. The Dimension of Empathy at the Procurement Stage.

Empathy indicator	Score (1–5)	Category
Willingness to listen to user input prior to procurement	3.2	Pretty Good
Community participation in needs planning	2.9	Not Good
Officers' concern for user complaints	3.7	Good
Attention to the needs of vulnerable groups (children, elderly)	3.5	Good
Follow-up on user evaluation results	3.0	Pretty Good
Total Average	**3.26**	**Pretty Good**

Source: Results of the Gelora Tomo facility user survey, 2025.

The empathy dimension reflects the human relationship between the service provider and the user. In public procurement, managerial empathy is essential to ensure that procurement policies truly reflect the aspirations of the community. However, data shows that institutional

empathy in Gelora Tomo is still low because the need identification process has not yet involved the wider community. Therefore, strengthening empathy needs to be done through public participation in the preparation of needs assessments and annual evaluation forums for sports facility users. Based on the above results, it can be concluded that the optimization rate of sports equipment procurement at GELORA TOMO reached 72% (quite optimal category). This achievement is mainly supported by *the dimensions of assurance* and *responsiveness*, while *tangibles* and *empathy* remain the main challenges.

Table 7. Recap of SERVQUAL Score in Procurement.

Dimensi SERVQUAL	Average Score (1–5)	Satisfaction Percentage (%)	Category
Tangible	3.48	69.6%	Pretty Good
Reliability	3.42	68.4%	Pretty Good
Responsiveness	3.56	71.2%	Good
Insurance	3.72	74.4%	Good
Empathy	3.26	65.2%	Pretty Good
Total Average	**3.49**	**69.8%**	**Quite Optimal**

Source: Researcher, 2025.

If associated with the Parasuraman theory, the SERVQUAL value below 4 indicates that there is still a *significant service quality gap*. In the case of Gelora Tomo, the largest gap occurred between the dimensions of *empathy* and *reliability*, which shows that users have not fully felt that their needs are accommodated and have not received the consistency of service as expected. Therefore, the optimization of the procurement of sports equipment should be directed to: (1) Improved accuracy of identifying user needs, (2) Consistency in the implementation of procurement and maintenance standards, (3) Empowerment of field officers for rapid response and increased public participation and two-way communication**.** The optimization of the procurement of sports equipment at Gelora Tomo has not reached ideal conditions, but it has shown significant progress in terms of transparency and responsiveness. The application of the SERVQUAL principle reveals that the most important improvements lie in *the tangibles* (physical evidence of the tool) and *empathy* (user engagement) aspects.

Improving the Quality of Public Services in the Sports Sector

Gelora Tomo is one of the largest sports activity centers in East Java which not only functions as a venue for professional matches, but also as a center for community recreational activities. The public services provided include the provision of fields, fitness areas, swimming pools, cleaning services, security, and facility loan administration. Based on a survey of 150 respondents who use the facility (athletes, coaches, the general public, and employees), the average level of satisfaction with public services at GELORA TOMO is 73.5%, showing good quality but not optimal.

Table 8. GELORA TOMO Public Service Quality Index Based on SERVQUAL.

Dimensi SERVQUAL	Average Score (1–5)	Satisfaction (%)	Category
Tangible	3.74	74.8 %	Good
Reliability	3.65	73.0 %	Good
Responsiveness	3.72	74.4 %	Good
Insurance	3.83	76.6 %	Good
Empathy	3.48	69.6 %	Pretty Good
Total Average	**3.68**	**73.5 %**	**Good**

Source: 2025 Field Survey, Surabaya Dispora.

Tangibles are the most visible dimension to users, because they are tangible evidence of the success of the service provider. The results of the study show that the increase in the procurement of new tools at GELORA TOMO has a direct impact on the public perception of service professionalism.

Table 9. User Perception of the Tangibles Dimension (Public Service).

Tangibles indicator	Score (1–5)	Category
Cleanliness & neatness of public facilities	3.9	Good
Condition of sports equipment (maintained & ready-to-use)	3.6	Good
Comfort of waiting room & rest area	3.7	Good
Availability of visual information (instructions, schedules, rates)	3.8	Good
Arrangement of public areas (parks, jogging areas, parking)	3.8	Good
Total Average	**3.76**	**Good**

Source: Researcher 2025.

Parasuraman asserts that *tangibles* affect users' "first impressions" and form initial expectations of the service. New sports equipment and well-organized public areas improve *perceived quality* because the public considers physical investment as proof of the government's commitment. However, field observations show that some areas, especially outdoor fitness equipment, are quickly damaged by weather. This shows that the quality of physical services is not only a matter of procurement, but also a maintenance sustainability strategy. Thus, the improvement of the quality of public services at GELORA TOMO has not been completely stable because there is no *condition-based maintenance* asset management system that is integrated with user complaints.

Reliability is the ability of public institutions to provide services according to promises consistently and reliably. This includes the regularity of the facility opening schedule, the timeliness of ticket services, and the readiness of technical officers.

Table 10. User Perception of the Reliability Dimension.

Indikator Reliability	Skor (1–5)	Kategori
Ketepatan jadwal buka dan pelayanan	3.9	Baik
Konsistensi ketersediaan fasilitas olahraga	3.6	Baik
Keandalan sistem reservasi atau peminjaman fasilitas	3.5	Cukup Baik
Ketepatan pelayanan petugas administrasi	3.7	Baik
Ketersediaan petugas teknis selama jam operasional	3.6	Baik
Rata-rata Total	**3.66**	**Baik**

Source: Researcher 2025.

Service reliability is the main foundation of quality perception because users judge public institutions by the consistency of services, not just promises. At Gelora Tomo, most respondents considered the service to be quite reliable, but there were still fluctuations in the availability of technical officers and the function of the reservation system. The gap between user expectations and the ability of the institution to meet the service consistently illustrates the Service Delivery Gap of a well-designed service but the implementation is not always stable. To close this gap, the management of Gelora Tomo is advised to implement service operational standards (SOPs) based on time and officer performance, as well as strengthen the digital monitoring system to minimize recurring complaints. Responsiveness refers to the ability of officers to respond to public requests, questions, and complaints quickly and solutively. The results of the study showed that the responsiveness of Gelora Tomo officers increased after the implementation of the Dispora Go application-based digital complaint system.

Table 11. User Perception of the Responsiveness Dimension.

Indicator Responsiveness	Score (1–5)	Category
Speed of officers responding to complaints	3.9	Good
Ease of access to the complaint system (online/offline)	3.8	Good
Speed of repair of damaged tools	3.5	Pretty Good
Availability of solution information from officers	3.6	Good
Quick action in the event of a safety incident	3.8	Good
Total Average	**3.72**	**Good**

Source: Researcher 2025.

According to Parasuraman, *responsiveness* greatly determines the perception of the reliability of public services because the public judges not by the number of facilities, but by how quickly the institution acts when problems arise. Data shows that the responsiveness of GELORA TOMO officers is high, especially after there is a digital complaint channel. However, obstacles remain in cross-unit coordination when problems require structural decisions, such as major equipment replacements or renovation schedules. This illustrates the Service Communication Gap between service commitment and actual implementation, due to limited inter-sector coordination. To improve this, it is necessary to implement an integrated complaint handling system with a measurable follow-up time limit, so that public perception of professionalism remains high.

Assurance relates to the public's sense of security, trust, and confidence in the competence of service providers. Sports public services pose a high risk to safety, so the professionalism and certification of officers are the key to public trust.

Table 12. User Perception of the Assurance Dimension.

Indicator Assurance	Score (1–5)	Category
Competence of technical and cleaning officers	3.8	Good
Safety of facilities and tools during use	3.9	Good
Clarity of cost information and service procedures	3.7	Good
The ability of the officer to provide a sense of security to the user	3.9	Good
Certainty on sports activity insurance coverage	3.8	Good
Total Average	**3.82**	**Good**

Source: Researcher 2025.

According to Parasuraman, *assurance* is formed through a combination of technical competence, interpersonal communication, and institutional credibility. In Gelora Tomo, a high value in this dimension shows that users feel safe because the officers are considered professional and the facilities are relatively standardized. However, the study also found that there is still a lack of periodic safety training for field officers. If not strengthened, this has the potential to lower public trust when minor accidents or equipment malfunctions occur. Thus, improving the quality of public services must include a competency certification program for sports officers and periodic facility safety audits to maintain an *assurance* value above 80%.

Empathy is the ability of a service provider to understand the specific needs of users. Empathy includes caring for different groups of people, such as children, people with disabilities, the elderly, and professional athletes.

Table 13. User Perception of the Empathy Dimension.

Empathy indicator	Score (1–5)	Category
Ease of access for people with disabilities	3.4	Pretty Good
Officers' attention to the individual needs of users	3.5	Pretty Good
Provision of inclusive sports programs	3.3	Pretty Good
Personal communication between the officer and the user	3.7	Good
Facilities for vulnerable groups (children, elderly)	3.4	Pretty Good
Total Average	**3.46**	**Pretty Good**

Sumber: Peneliti 2025.

Empathy strengthens public loyalty to institutions because it creates a sense of social *belonging*. At Gelora Tomo, institutional empathy still needs to be strengthened through participatory programs, for example: citizen sports community forums, sports inclusion training, and the involvement of community volunteers as fitness ambassadors. The weakness in this dimension illustrates that there is still a knowledge gap, a mismatch between people's expectations and service providers' understanding of their needs. Therefore, increasing empathy is a strategic priority to expand the function of Gelora Tomo as an inclusive and equitable public space. The overall analysis shows that all dimensions of SERVQUAL at GELORA TOMO have been in the "good" category, with an average score of 3.68 on a scale

of 5. However, to achieve excellent quality public services, the value of each dimension needs to be close to 4.5–5 (excellent).

Table 14. GELORA TOMO Public Service Quality Improvement Index Based on SERVQUAL.

Dimensi SERVQUAL	Procurement Score (Part 1)	Public Service Score (Part 2)	Changes (+/–)	Information
Tangible	3.48	3.74	+0.26	Positive impact of tool updates
Reliability	3.42	3.65	+0.23	Increased consistency of service
Responsiveness	3.56	3.72	+0.16	Officers' responsiveness improved
Insurance	3.72	3.83	+0.11	Public trust is stable
Empathy	3.26	3.46	+0.20	Social attention increases slowly
Total Average	**3.49**	**3.68**	**+0.19**	**There is an improvement in the quality of service**

Source: Researcher 2025.

The increase in value in all dimensions shows that the improvement in the quality of public services at GELORA TOMO is directly influenced by the success in optimizing the procurement of sports equipment. This confirms Parasuraman's theoretical relationship that *perceived service quality* can be improved through the simultaneous improvement of the quality of physical and non-physical dimensions. In other words, effective procurement serves as a "structural input", while responsive and empathetic public services become the "social output" of the local government's sports service system. If associated with the SERVQUAL model, the improvement of the quality of public services at GELORA TOMO shows that: (1) Knowledge Gap, began to shrink due to the existence of a survey of user needs before procurement; (2) Service Delivery Gap, reduced thanks to the implementation of SOPs and digital complaint systems; (3) Communication Gap), still needs to be improved through cross-agency coordination; (4) Perceived Service Quality, has increased because public perception is getting more positive. The Parasuraman model has been proven to be able to explain the dynamics of improving the quality of public services based on the procurement of goods, because each dimension plays a role in shaping the final perception of the user.

Public services in the field of sports in Gelora Tomo, Surabaya City have increased significantly after the optimization of the procurement of sports equipment. Empirical evidence shows that all dimensions of SERVQUAL *tangibles, reliability, responsiveness, assurance, and empathy* experienced an average score increase of 0.19 points (from 3.49 to 3.68). Nonetheless, this improvement still requires consolidation of asset management, increased social empathy, and a more adaptive inter-unit coordination system. By strengthening all these

aspects, GELORA TOMO can become a model of quality-oriented public service according to the framework of Parasuraman et al. (1988).

5. CONCLUSION

This study shows that the optimization of the procurement of sports equipment in Gelora Tomo, Surabaya City has a close relationship with the improvement of the quality of public services in the field of sports**,** as analyzed through the five *dimensions of SERVQUAL* (Parasuraman, Zeithaml, & Berry, 1988): *tangible, reliability, responsiveness, assurance, and empathy*. Empirical results show that the level of procurement optimization reaches an average score of 3.49 (quite optimal category), while the quality of public services has increased to 3.68 (good category). This increase shows the positive impact of procurement on public perception of the services of the Surabaya City Dispora. The biggest improvement occurred in *the tangibles* and *reliability dimensions*, which reflect improvements in physical evidence and consistency of service. Meanwhile, *assurance* and *responsiveness* strengthen public trust through the professionalism of officers and a digital complaint system that is responsive to the public. However, *the empathy* dimension is still a challenge, because community involvement in procurement planning and evaluation has not been maximized. Thus, it can be concluded that the procurement of sports equipment that is effective, transparent, and based on user needs is a key factor in improving the quality of sports public services. The application of *SERVQUAL* theory has proven to be relevant in identifying gaps and determining improvement priorities. In the future, improving the quality of services at GELORA TOMO needs to be focused on strengthening institutional empathy, public participation, and sustainable maintenance in order to achieve inclusive, reliable, and community-oriented sports services.

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