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Analisis Penyesuaian Tarif Sewa dan Potential Loss Akibat Stagnasi Tarif Sewa Hunian Rumah Susun
(Studi Kasus Rumah Susun Sederhana Sewa I Kota Madiun)
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INTISARI

Penyediaan Rumah Susun Sederhana Sewa (Rusunawa) bagi Masyarakat Berpenghasilan Rendah (MBR) merupakan instrumen kebijakan publik yang krusial untuk mengatasi *backlog* perumahan sekaligus mengoptimalkan Pendapatan Asli Daerah (PAD) melalui retribusi kekayaan daerah. Namun, pengelolaan Rusunawa MBR di Kota Madiun menghadapi tantangan keberlanjutan akibat stagnasi tarif sewa sejak tahun 2018 hingga tahun 2026, meskipun regulasi mengamanatkan peninjauan tarif setiap tiga tahun sekali. Stagnasi ini memicu anomali fiskal karena terjadi di tengah pertumbuhan Produk Domestik Regional Bruto (PDRB) dan Upah Minimum Kota (UMK) yang mencerminkan peningkatan kapasitas ekonomi serta kemampuan membayar masyarakat.

Penelitian ini berfokus pada Rusunawa I Kota Madiun dengan menggunakan metode kuantitatif deskriptif. Metode pengumpulan data mencakup data primer berupa observasi fisik aset, survei pasar tanah, wawancara mendalam, dan penyebaran kuesioner kepada penghuni, serta data sekunder berupa data statistik ekonomi dan regulasi terkait. Teknik analisis data menggunakan pendekatan biaya (*cost approach*) untuk penilaian properti, formula Peraturan Gubernur Jawa Timur No. 108 Tahun 2018 dan formula kapitalisasi untuk estimasi tarif sewa, analisis *ability to pay* dan *willingness to pay* (ATP-WTP), analisis *potential loss*, analisis *cost recovery rate* (CRR), serta analisis *proyeksi net operating income* (NOI) dan permodelan skenario finansial.

Hasil penelitian menyimpulkan bahwa: (1) Rekonsiliasi tarif sewa menghasilkan tarif rata-rata tertimbang berkisar antara Rp129.000 hingga Rp386.000 per bulan bergantung pada kategori lantai, mencerminkan kenaikan dibandingkan tarif berlaku saat ini. (2) Matriks silang ATP-WTP mengungkap bahwa 63,33% penghuni termasuk kelompok mampu namun tidak bersedia, mengindikasikan resistensi yang bersumber dari ketidakpuasan kualitas layanan, bukan ketidakmampuan finansial. Selain itu, ditemukan indikasi *fare evasion* sebesar 23,33% dari penghuni yang mampu membayar namun kadang hingga sering terlambat. (3) Analisis *potential loss* menunjukkan kerugian kumulatif sebesar Rp102.618.000 selama 2022–2025 dengan tren yang terus membesar ditambah potensi penerimaan retribusi yang hilang dari optimalisasi tarif sewa yakni sebesar 2,98% hingga 8,03%. (4) Analisis CRR mengungkap bahwa potensi penerimaan retribusi mampu menutup 21,22% hingga 52,16% dari total biaya operasional dan pemeliharaan, sehingga biaya yang harus ditanggung melalui subsidi APBD dapat berkurang. (5) Analisis *proyeksi* menunjukkan bahwa pemberlakuan tarif baru disertai perbaikan mampu memberikan efisiensi finansial berupa penghematan subsidi kas daerah serta manfaat nonfinansial berupa perlambatan depresiasi bangunan, meskipun terdapat lonjakan biaya renovasi utilitas pada tahun pertama.

Kata kunci: rusunawa; masyarakat berpenghasilan rendah; tarif sewa; kemampuan membayar; kesediaan membayar; *potential loss; cost recovery rate*; kontribusi retribusi.

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ABSTRACT

The provision of low-cost public flats (Rusunawa) for low-income communities serves as a crucial public policy instrument to address the housing backlog while optimizing regional original revenue through regional property retributions. However, the management of Rusunawa in Madiun City faces sustainability challenges due to rental rate stagnation from 2018 to 2026, despite regulations mandating a rate review every three years. This stagnation creates a fiscal anomaly as it occurs amid rising Gross Regional Domestic Product (GRDP) and minimum wage, reflecting increased regional economic capacity and residents' ability to pay.

This study focuses on Rusunawa I in Madiun City using a descriptive quantitative method. Data collection methods include primary data through physical asset observation, land market surveys, in-depth interviews, and questionnaire distribution to residents, as well as secondary data consisting of economic statistics and related regulations. Data analysis techniques utilize the cost approach for property valuation, the East Java Governor Regulation No. 108 of 2018 formula and capitalization formula for rental rate estimation, ability to pay and willingness to pay (ATP-WTP) analysis, potential loss analysis, cost recovery rate (CRR) analysis, as well as net operating income (NOI) proyeksi analysis and financial scenario modeling.

The results of the study conclude that: (1) The rental rate reconciliation produces a weighted average rate ranging from IDR 129,000 to IDR 388,000 per month depending on the floor category, reflecting an increase compared to current prevailing rates. (2) The ATP-WTP cross-matrix reveals that 63.33% of residents belong to the able-but-unwilling group, indicating resistance stemming from dissatisfaction with service quality rather than financial inability. Furthermore, an indication of fare evasion was found among 23.33% of residents who are able to pay but occasionally to frequently pay late. (3) The potential loss analysis shows a cumulative loss of IDR 102,618,000 over the 2022–2025 period with an escalating trend, alongside a lost potential in retribution revenue ranging from 2.98% to 8,03% due to sub-optimal rental rates. (4) The CRR analysis reveals that potential retribution revenue can cover 21.22% to 52.16% of total operational and maintenance costs, thereby reducing the burden of regional budget subsidies. (5) Forecasting analysis demonstrates that implementing the new rates alongside building improvements yields financial efficiency in the form of regional treasury subsidy savings as well as non-financial benefits in slowing building depreciation, despite a spike in utility renovation costs during the first year.

Keywords: *low-cost rental apartment; low-income community; rental rate; ability to pay; willingness to pay; potential loss; cost recovery rate; retribution contribution.*