



Sales Performance Analysis of Government-Owned Housing in Mimika Regency: A Case Study at BPKAD

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Abstract

Purpose: This study analyzes the sales performance of government-owned housing (*rumah dinas*) in Mimika Regency and evaluates the effectiveness of sales management by the BPKAD. From 2013 to 2025, BPKAD managed 150 Category III *rumah dinas* units designated for sale, with 41 units fully paid and 109 units remaining under installment schemes. Total revenue reached IDR 3.813 billion, consisting of IDR 2.038 billion from installments and IDR 1.775 billion from full payments. However, sales speed and buyer interest remain challenges affecting optimization.

Research Methodology: This study employed a quantitative descriptive approach using descriptive analysis of Likert-scale questionnaire data and effectiveness ratio analysis. Data were collected through observation, questionnaires, interviews, and documentation. The sample consisted of 25 respondents, including five BPKAD officials and 20 civil servants (ASN) occupying and/or purchasing *rumah dinas*.

Results: The overall sales performance mean was 4.07 (Good). The highest indicator was Value/Price Achievement (4.16), followed by Target Achievement (4.12), Buyer Interest (4.08), Regulatory Compliance (4.04), and Sales Speed (3.96). The effectiveness ratio reached 81.44% (Very Effective), with Sales Speed (79.20%) and Buyer Interest (80.80%) requiring improvement.

Conclusions: Government housing sales performance at BPKAD Mimika is generally good and effective, although administrative complexity, limited promotion, and occupancy issues affect transaction acceleration.

Limitations: This study is limited by a small purposive sample, cross-sectional design, and exclusion of legal disputes.

Contributions: This study provides empirical evidence and recommendations for improving government housing sales through procedural simplification, digital promotion, and asset optimization strategies.

Keywords: Asset Management, Effectiveness, Government Housing, Public Asset, Sales Performance

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1. Introduction

Government-owned housing (*rumah dinas*) represents an important category of regional government fixed assets established to support civil servants in performing their official responsibilities ([Suryani & Mayasari, 2025](#)). Beyond serving as residential facilities, *rumah dinas* contributes to public administration effectiveness by reducing accommodation constraints and supporting employee productivity. From a theoretical perspective, [Jung and Moon \(2024\)](#), motivation-hygiene theory positions adequate residential facilities as hygiene factors that minimize dissatisfaction, while [Mustika](#)

[and Martdianty \(2023\)](#) human capital theory emphasizes that institutional support facilities enhance employee performance by alleviating non-work-related burdens. These perspectives provide a rationale for government investment in *rumah dinas* as part of public sector resource management ([Udodiugwu, Eneremadu, Njoku, Obiakor, & Ilonze, 2025](#)).

However, changes in administrative conditions and workforce dynamics have resulted in some *rumah dinas* units becoming underutilized, inactive, or no longer aligned with their original functions. Such conditions create ongoing maintenance costs and reduce the productive value of government assets. Therefore, the disposal of non-productive government housing through regulated sales has become an important strategy for optimizing regional assets, generating local revenue, and reducing unnecessary maintenance obligations. In Indonesia, the management and sale of regional government assets are regulated through Ministry of Home Affairs Regulation (*Peraturan Menteri Dalam Negeri/Permendagri*) No. 19/2016 on Regional Asset Management, Ministry of Finance Regulation No. 138/PMK.06/2020 on State Housing Management, and Regent Regulation (*Peraturan Bupati/Perbup*) Mimika No. 459/2022 concerning the sale of Category III *rumah dinas*. Furthermore, Perbup Mimika No. 31/2024 further regulates an installment payment mechanism, enabling eligible civil servants (*Aparatur Sipil Negara/ASN*) to fulfill their housing purchase obligations through salary deductions over a ten-year repayment period.

In Mimika Regency, the Regional Finance and Asset Management Agency (*Badan Pengelolaan Keuangan dan Aset Daerah/BPKAD*) manages a substantial portfolio of Category III *rumah dinas*. Between 2013 and 2025, 150 units were designated for sale; however, only 41 units (27.3%) had been fully paid, while 109 units (72.7%) remained under installment arrangements. The accumulated revenue reached IDR 3.813 billion, consisting of IDR 2.038 billion from installment payments and IDR 1.775 billion from full payments. Although the program has generated regional revenue and achieved regulatory compliance, the dominance of installment-based transactions indicates challenges in accelerating sales realization. Issues related to transaction speed, buyer interest, administrative procedures, and asset optimization require further evaluation ([Lahkani, Wang, Urbański, & Egorova, 2020](#); [Tanveer, Ishaq, & Hoang, 2025](#)).

Previous studies on government asset management have primarily focused on inventory control, utilization, and accountability, while empirical evidence regarding the performance and effectiveness of government housing sales at the regional level remains limited. Therefore, this study aims to analyze the sales performance of *rumah dinas* in Mimika Regency and evaluate the effectiveness of the sales program managed by BPKAD. This study provides an assessment of *rumah dinas* sales performance, identifies factors influencing sales effectiveness, and formulates improvement strategies to optimize government asset utilization through procedural enhancement, increased buyer participation, and more effective management practices.

2. Literature Review and Hypothesis/es Development

2.1 Public Asset Management and Government Housing

Public asset management theory [Brown and Maturo \(2018\)](#) emphasizes that effective asset governance requires a systematic lifecycle approach covering planning, acquisition, utilization, maintenance, and disposition. Each stage must be supported by accountability mechanisms, proper documentation, and optimization strategies to ensure that public assets generate maximum institutional value ([Andayani, Putrianti, Wisdaningrum, Putranto, & Yanuarisa, 2024](#)). In Indonesia, *rumah dinas* is classified as *Barang Milik Daerah* (Regional Government Property) and is subject to the asset management framework established under Permendagri No. 19/2016. The regulation stipulates that asset disposition, including sale (*penjualan/pemindahtanganan*), must comply with formal procedures involving government approval, asset valuation, eligible buyer verification, and administrative documentation until the asset is removed from the official inventory records. Furthermore, the regulatory framework under Law No. 32/2004 and Government Regulation No. 6/2006, as amended by Government Regulation No. 38/2008, establishes that regional governments

possess authority over regional assets, with the Bupati serving as the designated property manager responsible for ensuring accountable and lawful asset utilization ([Wahyuningsih, & Selly, 2024](#); [Qodri, 2019](#); [Nosike, & Egbunike, 2022](#)).

2.2 Government-Owned Housing (*Rumah Dinas*) Management and Sales

Government-owned housing (*rumah dinas*) serves as a public facility intended to support civil servants in performing official duties. As part of regional government assets, *rumah dinas* requires continuous management to ensure that its utilization remains aligned with government objectives. When housing units become underutilized or no longer support administrative functions, governments may consider asset disposal through regulated sales as a strategy to improve asset productivity ([Faizal, 2022](#)). Previous studies indicate that the management and transfer of government housing involve several challenges, including unclear legal status, administrative complexity, pricing mechanisms, and limited supervision. [Amir \(2012\)](#) highlighted that weak supervision of *rumah dinas* management may create inventory problems and complicate transfer processes. [Kurniati \(2018\)](#) emphasized that legal certainty and procedural clarity are important determinants of successful government housing transfer. [Prasetyo, Kartikasari, and Pujiwati \(2020\)](#) identified legal barriers as major constraints affecting the certainty of government housing transactions.

2.3 Sales Performance Theory

Sales performance refers to the extent to which an organization achieves its predetermined sales objectives ([Chawla, Lyngdoh, Guda, & Purani, 2020](#)). ([Igor, 2023](#)) further explain that sales performance is influenced by multiple determinants, including skill level, motivation, role perception, aptitude, organizational factors, and environmental conditions. Although originally developed in a commercial context, the concept of sales performance can be adapted to public asset disposition, where institutional performance is evaluated based on the achievement of asset transfer objectives ([Kurniawan & Lutfi, 2025](#); [Angelus, Aloysius, & Felix, 2025](#)). [Armstrong \(2014\)](#) emphasizes that public sector performance reflects the extent to which an institution achieves predetermined targets related to value creation, process efficiency, and regulatory compliance. In the context of government-owned housing (*rumah dinas*) sales, performance can be assessed through several dimensions, including target achievement rate, sales speed, value or price achievement, regulatory compliance, and buyer interest. Target achievement measures the extent to which realized sales meet planned objectives, sales speed evaluates the time required from offering to transaction completion, value achievement compares realized prices with assessed values, regulatory compliance reflects adherence to administrative and legal requirements, and buyer interest indicates the level of participation among eligible potential buyers ([Kotler, & Keller, 2016](#); [Miles, Berens, Eppli, & Weiss, 2015](#); [Forji, Aloysius, & Felix, 2025](#)).

2.4 Effectiveness Theory in Public Sector

Effectiveness refers to the extent to which an organization achieves its predetermined objectives and expected outcomes ([Mardiasmo, 2018](#); [Mahmudi, 2015](#)). ([Hegab, Shaban, Jamil, & Khanna, 2023](#)) distinguishes effectiveness from efficiency by emphasizing that effectiveness focuses on achieving the right objectives, whereas efficiency concerns the optimal use of resources in achieving those objectives. [Steers \(1985\)](#) further explains that organizational effectiveness can be evaluated through goal achievement, system adaptation, and stakeholder satisfaction approaches. In this study, effectiveness analysis is applied to measure the extent to which the *rumah dinas* sales program managed by BPKAD Mimika achieves its intended objectives. In the public sector, effectiveness measurement commonly involves comparing actual achievements with predetermined standards. This study applies the effectiveness ratio, calculated as the proportion between the actual score and the ideal maximum score multiplied by 100%. The resulting ratio is interpreted using established criteria, with 81–100% indicates Very Effective, 61–80% Effective, 41–60% Sufficiently Effective, 21–40% Less Effective, and 0–20% Ineffective ([Mardiasmo, 2018](#)).

2.5 Prior Research

Prior research provides important theoretical foundations and empirical evidence regarding government asset management and housing disposition. [Amir \(2012\)](#) highlighted that inadequate supervision of *rumah dinas* management may lead to inventory inconsistencies and administrative difficulties during the transfer process. [Kurniati \(2018\)](#) further emphasized that legal certainty and procedural clarity are critical factors determining the successful transfer of government housing assets. [Adnan \(2025\)](#) found that unclear pricing mechanisms and inappropriate transaction models can reduce the effectiveness and speed of government housing sales. [Prasetyo, Kartikasari, and Pujiwati \(2020\)](#) identified legal constraints in PT PLN *rumah dinas* sales that affected transaction certainty and asset transfer processes. [Sholihah and ZS \(2024\)](#) demonstrated that limited promotion and weak asset marketing strategies may reduce potential buyer engagement, while [Tempati, Pratama, Farhan, Muhammad, Suherman, and Piranti \(2025\)](#) highlighted human resource limitations and information system deficiencies as key challenges in regional asset management. Collectively, these studies indicate that government housing sales performance is influenced by administrative procedures, legal certainty, pricing mechanisms, promotion strategies, and institutional capacity. However, previous studies have primarily examined specific management issues or legal aspects, while systematic quantitative assessments of government housing sales performance and effectiveness at the regional government level remain limited. Therefore, this study contributes by evaluating the performance and effectiveness of *rumah dinas* sales managed by BPKAD Mimika Regency using measurable performance indicators.

3. Research Methodology

3.1 Design, Location, and Period

This study employed a quantitative descriptive research design to analyze the performance and effectiveness of *rumah dinas* sales in Mimika Regency ([Sugiyono, 2017](#)). The research was conducted at BPKAD of Mimika Regency, located on Jalan Cendrawasih Satuan Pemukiman II, with supporting data obtained from the Regional Revenue Agency (*Badan Pendapatan Daerah/Bapenda*) of Mimika Regency, located on Jalan Yos Sudarso, Nawaripi. Data collection was conducted during 2025–2026, while secondary data analysis covered the historical sales records from 2013 to 2025 to examine long-term trends and the 2021–2024 period for detailed performance evaluation.

3.2 Population and Sample

The population consisted of BPKAD officials with direct knowledge and involvement in the *rumah dinas* sales process, as well as ASN occupying and/or purchasing government-owned housing units. The BPKAD population included five key officials: the Head of BPKAD, Head of Reporting Division, Head of Asset Division, Head of Cultural Heritage Division, and Head of Program Division. A total of 25 respondents were selected using purposive census sampling, comprising five BPKAD officials and 20 ASN occupant-buyers of *rumah dinas*. This sampling approach was applied to ensure that all respondents possessed relevant experience, knowledge, and direct involvement in evaluating the government housing sales process.

3.3 Data Collection and Analysis

Data were collected through four methods: observation, questionnaires, interviews, and documentation. Observation involved direct inspection of *rumah dinas* units and administrative processes related to the sales mechanism. Questionnaires were administered using a 5-point Likert scale to measure five sales performance indicators, with five items for each indicator, resulting in a total of 25 measurement items. In-depth interviews were conducted with BPKAD officials to obtain additional insights into the implementation and challenges of the sales process. Documentary data included asset inventories, sales reports, relevant regulations, and transaction records. The data were

analyzed using two approaches. First, descriptive quantitative analysis was conducted by calculating the mean score using the Formula 1:

$$\text{Mean} = \frac{\text{Total Respondent Scores}}{n} \quad (1)$$

where the Mean represents the average score of each performance indicator, Total Respondent Scores refers to the cumulative score obtained from all respondents' answers, and n represents the total number of respondents. The mean score was used to determine the overall perception of respondents regarding the performance of *rumah dinas* sales. The results were interpreted using the following criteria, with scores ranging from 4.21–5.00 categorized as Very Good, 3.41–4.20 as Good, 2.61–3.40 as Sufficient, 1.81–2.60 as Poor, and 1.00–1.80 as Very Poor.

Second, an effectiveness ratio analysis was applied using the Formula 2:

$$\text{Effectiveness (\%)} = \frac{\sum X}{N \times \text{Maximum Score}} \times 100\% \quad (2)$$

where $\sum X$ represents the total actual score obtained from all respondents, N represents the number of respondents, and Maximum Score refers to the highest possible score on the Likert scale (5 points). In this study, with 25 respondents ($N=25$) and a maximum score of 5, the ideal maximum score was 125. The resulting effectiveness percentage reflects the extent to which the *rumah dinas* sales program achieved its predetermined objectives and was interpreted as Very Effective (81–100%), Effective (61–80%), Sufficient (41–60%), Less Effective (21–40%), and Ineffective (0–20%).

4. Results and Discussions

4.1 Historical Sales Context: 2013–2025

Table 1. Sales performance data of category III government-owned housing (*rumah dinas*) in Mimika Regency, 2013–2025

Year	Installment Revenue (IDR)	Full-Payment Revenue (IDR)	Units Paid Full	Units Installment
2013	141.891.680	–	0	5
2014	591.470.500	440.516.980	7	20
2015	371.250.000	211.058.500	8	12
2016	161.070.900	53.839.960	2	9
2017	87.478.500	23.117.500	1	7
2018	30.225.233	352.714.400	6	7
2019	60.145.380	–	0	3
2020	72.657.290	86.481.000	2	9
2021	148.950.533	256.174.500	5	10
2022	100.415.744	112.758.698	4	6
2023	106.920.418	–	0	8
2024	64.022.142	152.499.000	3	4
2025	102.000.000	85.681.681	3	9
TOTAL	2.038.498.320	1.774.842.219	41	109

Source: BPKAD Mimika Regency, 2025

Based on Table 1, the historical sales data of Category III *rumah dinas* in Mimika Regency from 2013 to 2025 reveal three main patterns. First, the sales program generated revenue continuously throughout the 13-year period, with total revenue reaching IDR 3.813 billion, although only 41 of the 150 designated units (27.3%) were fully paid and 109 units (72.7%) remained under installment arrangements. Second, full-payment transactions reached their highest level in 2014 and 2015, with 7 and 8 units completed, respectively, before declining in subsequent years, indicating a greater reliance on installment-based payments. Third, although full-payment transactions were absent in 2013, 2019, and 2023, installment transactions continued to occur, demonstrating the persistence of long-term payment arrangements among buyers.

4.2 Descriptive Performance Analysis

Table 2. Descriptive quantitative analysis of government-owned housing (*rumah dinas*) sales performance (N = 25)

No.	Indicator	Total Score (ΣX)	Mean	Category	Rank
1	Target Achievement Rate	103	4.12	Good	3rd
2	Sales Speed (Time-to-Sell)	99	3.96	Good	5 th (lowest)
3	Value/Price Achievement	104	4.16	Good	1 st (highest)
4	Regulatory Compliance	101	4.04	Good	5 th
5	Buyer Interest Level	102	4.08	Good	2 nd
Overall Mean	–	4.07	Good	–	

Based on Table 2, all five sales performance indicators were categorized as Good, with mean scores ranging from 3.96 to 4.16. The overall mean score of 4.07 indicates that respondents perceived the *rumah dinas* sales performance at BPKAD Mimika as generally good. Among the indicators, Value/Price Achievement obtained the highest score (4.16), followed by Target Achievement (4.12), Buyer Interest Level (4.08), Regulatory Compliance (4.04), and Sales Speed (3.96). These findings indicate that the pricing aspect was perceived as the strongest dimension, while transaction speed represented the main area requiring improvement. The relatively lower score of Sales Speed suggests that the process of completing *rumah dinas* sales transactions requires further optimization, particularly in terms of administrative procedures and transaction efficiency.

4.3 Effectiveness Analysis

Table 3. Effectiveness assessment of *rumah dinas* sales performance based on ratio analysis (N=25)

No.	Indicator	Total Score (ΣX)	Ideal Max	Effectiveness	Category
1	Target Achievement Rate	103	125	82.40%	Very Effective ✓
2	Sales Speed (Time-to-Sell)	99	125	79.20%	Effective (not Very Effective)
3	Value/Price Achievement	104	125	83.20%	Very Effective ✓ (highest)
4	Regulatory Compliance	102	125	81.60%	Very Effective ✓
5	Buyer Interest Level	101	125	80.80%	Effective (not Very Effective)
Overall Effective	509	625	81.44%	Very Effective	

Based on Table 3, the overall effectiveness ratio of the *rumah dinas* sales program managed by BPKAD Mimika reached 81.44%, placing it in the Very Effective category. Among the five indicators, Value/Price Achievement recorded the highest effectiveness level (83.20%), followed by Target Achievement Rate (82.40%) and Regulatory Compliance (81.60%), all of which were categorized as Very Effective. Meanwhile, Sales Speed (79.20%) and Buyer Interest Level (80.80%) were categorized as Effective, indicating areas that require further improvement. The overall effectiveness score, which slightly exceeded the Very Effective threshold, demonstrates that the sales

program has generally achieved its objectives, although several operational aspects still need optimization.

Based on the lower effectiveness score of Sales Speed (79.20%), transaction completion represents the main improvement priority. Interview findings from the Head of Asset Division indicate that administrative procedures and occupancy issues involving family members of ASN holders who occupy *rumah dinas* units but have not completed purchase arrangements contribute to delays in the sales process. These conditions create additional administrative requirements that may affect transaction acceleration. Therefore, improving procedural clarity and establishing appropriate mechanisms for successor occupancy cases may support more efficient *rumah dinas* sales implementation.

4.4 Improvement Strategy Analysis

Two indicators require targeted improvement, namely Sales Speed (79.20%) and Buyer Interest Level (80.80%). To improve Sales Speed, BPKAD should simplify administrative procedures by developing a standardized SOP that clearly defines authorization stages, processing timelines, and responsible parties to reduce bureaucratic delays during verification. The implementation of a dedicated digital transaction tracking system is also recommended to enable real-time monitoring of each *rumah dinas* sales process and identify stalled transactions. In addition, formal policy arrangements are needed to address ASN successor occupancy cases by establishing clear procedures for successor purchase rights with appropriate documentation requirements or mechanisms for unit recovery and resale.

Regarding Buyer Interest Level, improvement strategies should focus on strengthening information dissemination and accessibility. Active digital promotion through official BPKAD platforms, social media channels, and inter-agency communication networks can increase awareness among eligible ASN buyers regarding available units and purchase opportunities. Regular socialization programs across OPDs are also needed to provide information on housing availability, pricing mechanisms, and installment facilities. Furthermore, BPKAD should evaluate the financial accessibility of the installment scheme by assessing whether payment obligations remain affordable relative to ASN income levels, as affordability may influence purchase decisions.

5. Conclusions

This study analyzed government housing (*rumah dinas*) sales performance at BPKAD Mimika Regency through quantitative descriptive analysis and effectiveness ratio calculation with a 25-respondent sample size. Two principal conclusions were drawn. First, overall sales performance is in the Good category (mean 4.07), with five indicators all falling within the Good range, namely Value/Price Achievement as the highest (4.16), followed by Target Achievement (4.12), Buyer Interest (4.08), Regulatory Compliance (4.04), and Sales Speed as the lowest (3.96). The consistently good ratings across all five indicators indicate that the *rumah dinas* sales program is functioning effectively at the operational level, generating revenues over 13 years, achieving established targets, and maintaining regulatory compliance throughout the implementation process. Second, overall effectiveness reaches 81.44% (Very Effective category), with three indicators achieving Very Effective status, namely Value/Price Achievement (83.20%), Target Achievement (82.40%), and Regulatory Compliance (81.60%), while two indicators remain in the Effective category, namely Buyer Interest (80.80%) and Sales Speed (79.20%). The 1.44% margin above the Very Effective threshold demonstrates program achievement while also highlighting improvement priorities in accelerating administrative processing and strengthening demand generation through active information dissemination and procedural simplification for potential buyers.

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Author Contributions

ERM contributed to the conceptualization, research design, data collection, data analysis, interpretation of findings, and preparation of the initial manuscript draft. Ary Mollet AM contributed to the development of the research methodology, supervision, validation of research procedures, critical review, and refinement of the manuscript. Transna Putra Urip TPU contributed to the development of the theoretical framework, literature review, interpretation of results, manuscript revision, and final approval of the submitted version. All authors have read and approved the final version of the manuscript and agree to be accountable for all aspects of the research.

Conflict of Interest

The authors declare that there are no conflicts of interest related to the research, authorship, and publication of this article. The authors confirm that the research was conducted objectively and independently, without any financial, institutional, or personal relationships that could have influenced the research process or the interpretation of the findings.

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