

# **ROOT CAUSE PROBLEM SOLVING (RCPS) ANALYSIS AS AN OPTIMIZATION OF GENERAL CATEGORY ELECTRICITY BILL ARREARS CONTROL STRATEGY AT PT PLN (PERSERO) UNIT LAYANAN PELANGGAN BANYUMAS**

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## **ABSTRACT**

PT PLN (Persero) ULP Banyumas is one of the work areas of PT PLN (Persero) UID Jawa Tengah dan DIY. One of the challenge in PLN Banyumas is bill arrears. Electricity bill arrears can result in income being not smooth. The cause of arrears in the PLN Banyumas especially the general category is the culture of the customer, many of the customers pay the electricity bill accumulatively and wait to be billed by the termination officer. There are also other causes, namely termination officers who have not been consistent in applying the rules. Handling the problem regarding arrears is formulated the cause and the selection of solutions that can be done using Root Cause Problem Solving (RCPS). The results of the RCPS analysis in several solutions that could be done to reduce arrears, namely optimization of the implementation of power termination, timely billing and socialization of payment of electricity bills, socialization of replacement to prepaid electricity, and optimization of CMC to termination officers. After the activity has been carried out, there has been an increase in the performance of bills arrears in the general category between quarter 3 and 4 of 2018.

Keywords: Root Cause Problem Solving (RCPS), Electricity Bill Arrears

## **INTRODUCTION**

PT PLN (Persero) is one of the State Owned Company that organizes the business of supplying electricity for public purposes in sufficient quantity and quality. Electricity implementation activities in Indonesia are carried out in accordance with the prevailing laws and regulations, namely UU No. 30 of 2009 concerning electricity and implementing regulations. One of the things regulated herein is the rights and obligations of PLN customers and entrepreneurs. The regulation regarding rights and obligations is intended to balance the position between the customer and the electricity entrepreneur, where the customer has the obligation to pay the electricity usage fee and then PT PLN (Persero) uses the income from the electricity usage fee for operational activities. In addition, PT PLN (Persero) is also a state company that plays a role in improving the welfare of the community through the supply of electricity. In an effort to improve the welfare of the community, PT PLN (Persero) is trying to continue to improve performance. One of the efforts made to improve performance is to reduce arrears.

PT PLN (Persero) Banyumas ULP is one of the units under PT PLN (Persero) UID Jawa Tengah and DIY was formed to improve services to PLN customers, especially in the PLN Banyumas working area. PLN Banyumas in December 2018 had 96,139 customers consisting of 52,421 postpaid customers (54%) and 43,718 prepaid customers (46%). One solution to reduce arrears is to migrate postpaid customers to prepaid, especially for the general public. The problem of arrears is very influential on the performance of PLN Banyumas. electricity arrears can result in PLN's revenue being not smooth which impacted on service to customers to be disrupted due to financial constraints for operational activities. Given how important the participation of each employee and officer is in reducing the arrears that occur at PLN Banyumas, optimizing the termination process and the full implementation of the strategies that have been compiled into an opportunity to reduce the amount of arrears at PLN Banyumas.

In carrying out the company's operational activities, PLN Banyumas requires a smooth flow of income from the sale of electricity to customers. However, in achieving this, PT PLN (Persero) experienced a major challenge, namely the high balance of arrears from customers. The following is a history of achieving the arrears balance of the general category PT PLN (Persero) Banyumas ULP per month in 2017.

Table 1. Achievement of Arrears Performance Targets General Category of PLN Banyumas Period 2017

No.	Month	Achievement
1	January	Not achieve
2	February	Not achieve
3	March	Not achieve
4	April	Not achieve
5	May	Not achieve
6	June	Not achieve
7	July	Not achieve
8	August	Achieved below the target
9	September	Achieved below the target
10	October	Achieved below the target
11	November	Achieved below the target
12	December	Achieved below the target

Source: internal data PLN Banyumas

From the table above it can be seen that the trend in achieving outstanding arrears is beginning to improve in September 2017. A number of things are the main problems of high category arrears. general in PLN Banyumas so that it inhibits the acceleration of cash in are:

1. Culture of customers who are accustomed to paying electricity bills over one month and accustomed to waiting to be billed by meter reading officers on meter reading days (end of month),
2. Payment point locations are difficult to reach, especially in mountainous areas,
3. Termination has not consistently applied termination rules for customers who have not paid arrears.

**LITERATURE REVIEW**

The tool used to solve the main problem in this paper is the Root Cause Problem Solving (RCPS). RCPS Analysis technique in the process of problem solving is a technique proposed to find and solve a root problem in a case or conflict. In finding problems in the work of this paper, the authors use the technique in order to be able to refute the root causes of rising causes in the general class at PLN Banyumas

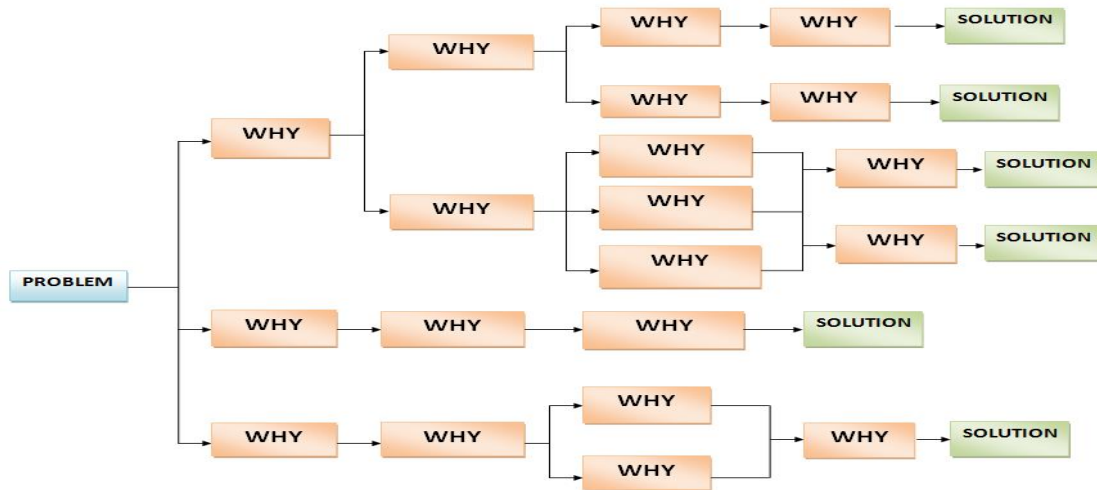


Figure 1. RCPS Analysis Model  
Source: Author 2020

**METHODOLOGY**

This type of research is descriptive qualitative. The researcher chose the object of research to implement the RCPS Analysis on PT PLN (Persero) Unit Layanan Pelanggan Banyumas, Kelurahan Sudagaran, Kecamatan Banyumas, Kabupaten Banyumas. The population in this study were customers who have a bad history not to pay the bill on time (after date 20 of each month) with purposive sampling method. Data sources, namely: premier data Data collection methods are observation data, documentation, and interviews. Research Instrument Design is the researcher himself.

**RESULTS AND DISCUSSION**

From the identification of the problems that have been discussed by the authors, the RCPS of the general category arrears problem is as follows:

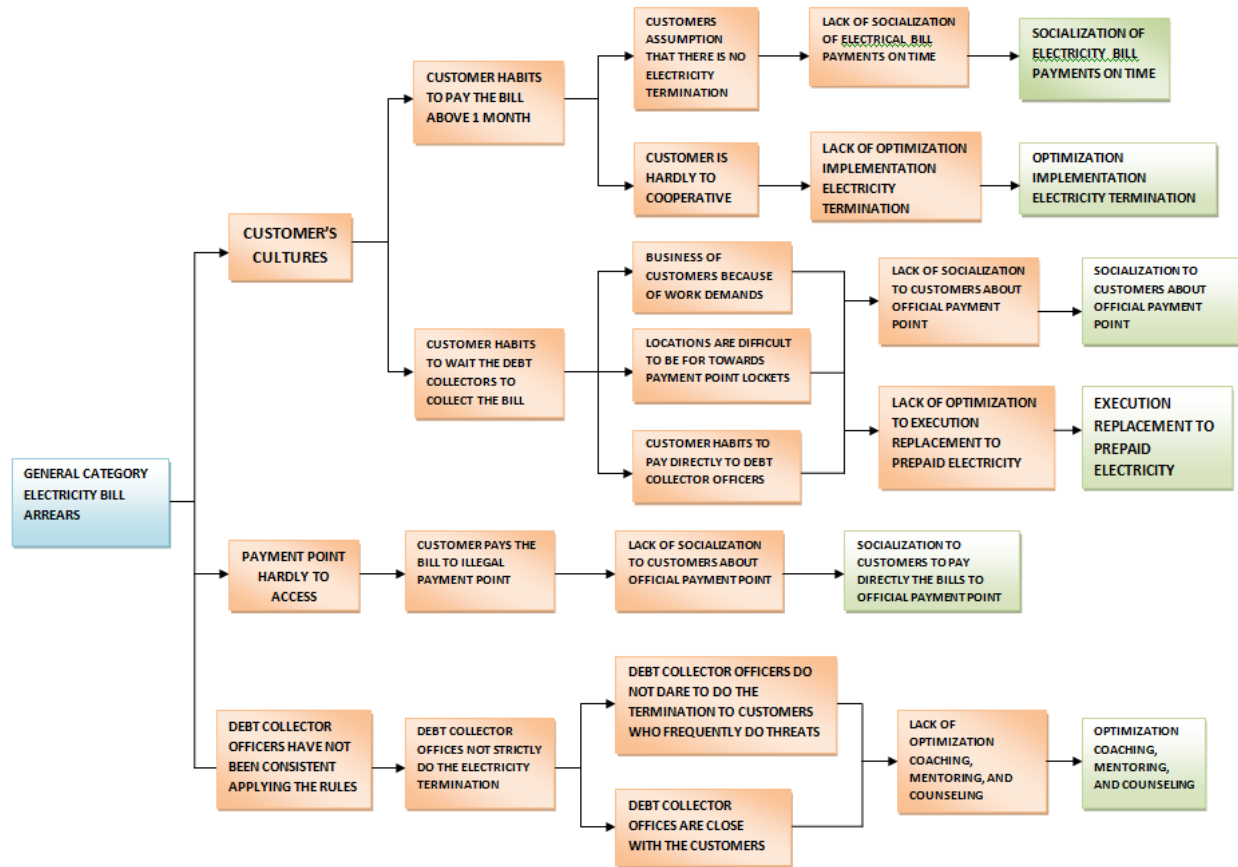


Figure 2. Root Cause Problem Solving (RCPS) General Category Electricity Bill Arrears

Source: The result of research process 2020

**The Root Cause**

The main cause of the high arrears, especially for the general category at PLN Banyumas is largely caused by customer culture, payment point conditions that are difficult to reach, as well as termination officers who have not been consistent in applying the rules for termination. The reality on the ground, for the culture of customers, there are still many customers who make the habit of paying for electricity over 1 month, this is because it turns out that so far customers have the assumption that officers will not make a

termination if they are late paying for electricity. In addition, there are also customers who are aware of the power outage regulations, they remain uncooperative when billed by officers, even billed directly by employees, they tend to give various reasons, and even make threats so that officers do not make terminations. All customer habits that cause high arrears are due to lack of socialization regarding timely electricity payments, socialization regarding replacement to prepaid electricity, and firmness in implementing electricity termination.

Another habit of the customer is that the customer waits to be billed by the termination officer when reading the meter because of various kinds of things that affect, namely the customer who does not have the lazy nature to pay for electricity, the high level of customer activity and tend to be difficult to find time to pay electricity bills, and difficult terrain for travel from the customer's home to the nearest payment point. Waiting to be billed by termination officers who on average pay when reading meters on the 21st to the end of each month, it means they are late making payments so that it affects the performance achievement of PLN Banyumas. Lack of educating for customers to make direct electricity payments to official payment point as well as negotiations to migrate to prepaid electricity are some of the causes of customer habits that are always waiting to be billed by termination officers.

Another main cause of arrears is payment point, which is difficult for customers to reach. At the time when author did the electricity termination, payment point is rarely found near areas that are densely populated by residents, this is because the Banyumas area is mostly rural and the payment point is mostly located in the city center. When investigating one of the customers at the time of termination, the customer claimed to prefer making collective payments to illegal collectors. So that when the termination officer is billed back, the customer does not want to pay the electricity bill in question because the customer feels that he has already paid electricity to the collectors. One reason why customers prefer to pay electricity to illegal collectors is the lack of educating to customers about the benefits of making electricity payments directly to official payment point.

The last main cause of the problem of electricity bill arrears is the termination officer who has not been consistent in applying the rules, especially in terminating. Termination officers tend to be more daring to go to customers who are easily invited to cooperation, where the majority of customers have a small electric arrears. In addition, termination officers tend to refuse to do billing or termination to customers who they deem often threaten if visited by termination to make terminations. Lack of firmness is also evident when there is a closeness in termination to customers. Termination tends to accept promises compared to the payment paid by the customer, until finally the customer slacking off in making electricity payments. The indecisiveness of termination in conducting billing or termination is caused by the lack of optimization of coaching, mentoring, and counseling of PLN Banyumas employees to termination on duty.

### ***The Problem Solving***

PLN Banyumas serves 96,139 customers consisting of 52,421 postpaid customers and 43,718 prepaid customers spread across 7 sub-districts, with different composition of tariffs and needs and dominated by household customers. In the use of postpaid electricity,

customers use electricity in advance, and customers usually make payments later. The due date for payment of electricity bills is the 20th with a vulnerable time of payment, starting from the 1st to the 20<sup>th</sup>. This late payment will later cause arrears in electricity bills. Electricity account arrears are debts or obligations that have matured according to a predetermined period of time, but have not or have not been fully paid for these debts or obligations by customers relating to electricity sales. Based on the RCPS analysis discussed earlier, the following are strategies and alternative solutions that can be used to solve these problems.

### **Socialization about Electricity Bill Payment Ontime to Customers**

One solution that has been implemented and will continue to be improved is the socialization of electricity payments on time by distributing the "Pay Electricity on Time" flyer to customers when they come directly to the PLN Banyumas counters who submit additional post-payment power or make complaints. In addition, by leaving the flyer to the official independent payment point counters available in front of the PLN Banyumas office to be submitted to customers who pay electricity bills on the 20<sup>th</sup> of the month. The distribution of flyers is also carried out when the postpaid meter reader officers and termination officers conduct termination and read meter activities to customers who are considered to be often in arrears.

### **Optimization Implementation of Electricity Termination**

Another solution is to optimize the implementation of electricity termination regardless of any customer and all is generalized to create a deterrent effect for customers who find it difficult to pay electricity bills on time. PLN Banyumas was really intense in implementing electricity termination. For customers who are visited by termination officers, they must be paid off or terminated on the same day if the customers who are visited are unable to pay. Customers are not allowed to give promises to termination officers or employees who carry out the electricity termination process in 2018. In addition, PT PLN (Persero) UID Jawa Tengah dan DIY also provides targets to its working area which is very good for the survival of PT PLN (Persero) itself, namely completing all arrears on collect 2 to become zero every month until Quarter III 2018 and zero arrears in Quarter IV 2018. PLN Banyumas has strived to meet these targets. Until finally terminated by way of dismantling the kWh meter (metering tools) for customers who are in arrears collect 2 that have been confirmed unable to pay for electricity.

### **Socialization and Optimization of Execution Replacement to Prepaid Electricity**

The socialization was carried out by distributing flyers to customers and explaining to them the benefits of prepaid electricity during the termination process. Optimizing the execution of replacement to prepaid electricity is done by visiting customers directly, and prioritizing customers who are considered difficult for PLN Banyumas who often provide various reasons if billed by termination officers or PLN Banyumas employees.

After implementing solutions to the problems that occurred in PLN Banyumas, there was a significant increase in the performance of public arrears in 2018, the following table is a comparison table of achieving the arrears balance results at PLN Banyumas in 2017 and 2018:

Table 1. Comparison Achievement of Arrears Performance Targets General Category of PLN Banyumas Period 2017 and 2018

No.	Month	Achievement 2017	Achievement 2018
1	January	Not achieve	Achieved below the target
2	February	Not achieve	Achieved below the target
3	March	Not achieve	Achieved below the target
4	April	Not achieve	Not achieve
5	May	Not achieve	Achieved below the target
6	June	Not achieve	Not achieve
7	July	Not achieve	Achieved below the target
8	August	Achieved below the target	Achieved below the target
9	September	Achieved below the target	Achieved below the target
10	October	Achieved below the target	Achieved with zero arrears
11	November	Achieved below the target	Achieved with zero arrears
12	December	Achieved below the target	Achieved with zero arrears

Source: internal data PLN Banyumas

**CONCLUSION AND SUGGESTION**

Based on the activities that have been carried out, it can consider an increase that occurred in arrears of general category between 2017 and 2018. Achievement of this arrears balance is significant, where the performance of arrears balances in 2018 by 10 months approves even zero arrears balances in Quarter 4 of 2018. Activities undertaken in an effort to overcome the electricity bill arrears balance in the general category of PLN Banyumas include timely socialization of electricity payments to customers, optimizing the implementation of electricity termination in order to increase the deterrent effect to customers who find it difficult to pay for electricity, and socialization and optimizing the execution of replacement to prepaid electricity.

Here are some suggestions that can be given to maintain the achievement of zero arrears performance in PLN Banyumas, especially for general category, suggestions suggested by the authors include:

1. Give flexibility to improvise in marketing Prepaid Electricity to customers (door to door marketing, using advertising services, etc.). And of course, supported by adequate funding,
2. Conduct monthly evaluations of termination officers in order to see the work performance of the termination officers in terms of billing.
3. Optimizing the distribution of electricity bill information (invoice) to customers every 1<sup>st</sup> day of month to pay electricity on time before the 20<sup>th</sup> of the month.

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