ANALYSIS OF THE SYSTEM ROBUST PROCESS (SRP) IMPLEMENTATION TOWARDS ACCELERATION OF RECEIVABLES COLLECTION AT PT UNITED TRACTORS, Tbk

Arsyadanal Haq Imanda[1], Keulana Erwin[2], Isfenti Sadalia[3]

[1,2,3]Department of Accounting Program, Faculty of Economics and Business, Universitas Sumatera Utara, Indonesia

Correspondence Email: arsyadanlhaqimanda@gmail.com[1]

Abstract

Analysis of Implementing the System Robust Process (SRP) on Accelerating Receivables Collection at PT United Tractors, Tbk. This research analyzes applying the robust process (SRP) system to accelerate receivables collection at PT United Tractors, Tbk. Medan Branch Office. This type of research is quantitative descriptive research. This type of research is quantitative descriptive research. The population in this research is PT Receivables reports. United Tractors Tbk Medan Branch Office. This study's sample of receivables data is PT United Tractors Tbk Medan Branch Office period 2019-2024. The data collection techniques used were interviews, documentation, and literature study. The analysis was carried out using descriptive methods. This data was analyzed using ratio analysis, especially those related to the receivables turnover rate, collection period, delinquency ratio, and collection ratio. The research results show that the implementation of the System Robust Process (SRP) can have a positive impact on accelerating the collection of receivables. It can be concluded that the turnover of receivables at PT United Tractors Tbk is quite good and running effectively. Implementing the System Robust Process (SRP) affects the average collection of receivables. Since the implementation of SRP at PT United Tractors Tbk, the average collection of receivables has experienced a decrease in the maturity of receivables compared to the year before the implementation of SRP. After implementing the System Robust Process (SRP), the delinquency ratio experienced a very significant decrease in 2021. The delinquency ratio was 1%, while in 2022-2024, the delinquency ratio was 12%, compared to before the implementation of the System Robust Process (SRP), which was 23%. The collection ratio after implementing the System Robust Process (SRP) experienced a very significant increase in 2021, the collection ratio was 99%, while in 2022-2024, the collection ratio was 98%, compared to before the implementation of the System Robust Process (SRP), namely in 2019 it was 78%.

Keywords: *System Robust Process (SRP), Receivables Turnover Rate, Receivables Collection Period, Delinquency ratio, Collections Ratio*

1. INTRODUCTION

Economic growth drives improvements and developments in the business world, opening up wider opportunities to achieve greater profits. In the realm of trade, this achievement depends, among other things, on sales policies that are profitable for the company (Fonna, 2019). Observing the reality of the market, which is still in the economic recovery phase, most companies tend to provide credit facilities to customers as a strategy. From the company's core activities, namely sales (especially credit sales aimed at maintaining business sustainability under challenging conditions), receivables emerge as a consequence. Receivables are considered a significant material asset for the company because most sales transactions are carried out with a credit scheme. Receivables turnover has a crucial impact on the company's profits. With an efficient receivables cycle that meets standards, company management can focus more on implementing company policies, especially those related to credit sales. Conversely, instability in receivables turnover can disrupt the company's balance and potentially reduce profits. Uncontrolled receivables turnover will affect how quickly or slowly unpaid receivables become cash the company can use. PT United Tractor Tbk is a company operating in Indonesia's heavy equipment distributor sector. Its trademarks are Komatsu, Scania, Bomag, Tadano, and UD Trucks. UT is one of the leading companies in Indonesia that distributes heavy equipment, mining, construction, and energy solutions. The company is known as the leading distributor of

Komatsu brand heavy equipment in Indonesia and has a business that includes sales, rental, and after-sales services or Product Support for heavy equipment. Customer service must be improved, especially in terms of ease of customer transactions. While UT is not a financing company, it must provide customer transactions with the concept of accounts receivable, and not all customers want to involve leasing or banks in each transaction. So UT takes several initiatives to maintain transactions safely and continue to provide fast and maximum service. In addition, there is another problem where UT does not have a macro and micro analysis. Customers who want to make transactions cannot determine whether they are eligible for receivable facilities or not because they cannot access the eligibility data / BI Checking, which is usually done by the bank or leasing when checking customers for eligibility to be given receivables, from UT only sees it from the business side. In addition, there are also administrative problems from the preparation of PO, Invoice, and SPB, as well as the completeness of billing, which can cause lead time / Process Age to be longer before billing. Due to this problem, it is necessary to have a system or something to minimize the issues that will occur. The following is the receivables data of PT United Tractor Tbk:

Table 1. Aging of Receivables of PT United Tractor Tbk

Information	YEAR					
	2018		**2019**		**2020**	
	Total (Millions)	**Percentage (%)**	**Total (Millions)**	**Percentage (%)**	**Total (Millions)**	**Percentage (%)**
Current	1,322,322	57%	1,418,971	60%	1,369,004	61%
1-30	314,544	14%	256,411	11%	229,738	10%
31-60	194,771	8%	165,594	7%	127,932	6%
61-90	99,993	4%	107,868	5%	90,006	4%
91-up	372,942	16%	420,656	18%	433,306	19%
Total	2,304,571	100%	2,369,500	100%	2,249,986	100%
Sales	8,2017,297		9,006,523		9,987,950	
Collection Periode	101		95		81	
Standar CP	60		60		60	

Source: PT United Tractor Tbk, 2024

Table 1 shows that AR Product Support 2018 was 2,304,571 with a CP of 101 days. In 2019, the age of receivables decreased compared to the previous year, which was 95 days, but AR increased by 2,369,500, and in 2020 the age of receivables decreased compared to the last year, which was 81 days, followed by a decrease in AR of 2,249,986. The age of receivables from 2018 to 2020 is above the standard PT United Tractor Tbk applied, which is 60 days. Late payments made by customers can affect the company's cash flow. In addition, UT is also involved in the coal mining business through subsidiaries and various construction and infrastructure projects, and it is faced with challenges in managing and accelerating the collection process of its receivables. These challenges can involve multiple aspects, such as increasing sales volume, complexity of customer structure, and changes in policies or economic conditions. Therefore, it is necessary to have a deep understanding of how implementing a robust system can affect the acceleration of the company's receivables collection (Amelia, 2019). As a major player in the mining and construction sector, UT faces intense competition and increasingly complex customer demands. In this context, effective financial management is crucial to maintaining business sustainability and company growth. A critical aspect of economic management is efficient and fast receivables collection.

With rapid business growth, UT may face increasing transaction volumes. It can increase the complexity of monitoring and managing receivables, requiring a more automated and integrated solution. With a diverse customer portfolio, including corporate and individual customers, the company's receivables management becomes increasingly complex. A system that can adapt to various collection structures and policies is needed (Duâ, 2015). Changes in economic conditions can affect customer payment policies and late payment rates. Therefore, companies need to have a mechanism that is responsive to economic fluctuations. A robust system can provide automated solutions for collection steps, such as sending invoices, payment reminders, and real-time monitoring. It can increase efficiency and reduce manual workload. Through a robust system, UT can perform in-depth data analysis to identify payment trends, customer patterns, and areas that require more attention. An integrated system can accurately monitor receivables status, allowing the finance team to identify and respond immediately to accounts at risk of late payments (Fauzi, 2017).

According to research (Nobanee, 2015), the relationship between research variables was tested using two-step SRP estimation on dynamic panel data for 2018-2019. This analysis is applied at the whole sample level and sample division based on crisis and non-crisis periods, sectors, and size. The results show a negative and significant relationship between the receivables conversion period as a measure of credit policy and profitability for the full sample. The results of the relationship between receivables conversion period and profitability for small companies are negative and significant; this indicates that small and medium companies manage receivables more efficiently than large companies. A robust system can accelerate the collection cycle, reduce the time required to collect payments and increase the company's liquidity. With a strong system, UT can reduce the risk of late payments through automatic reminders and more proactive management of specific accounts. In facing complex business dynamics, UT can benefit significantly from implementing a robust system in the receivables collection process. Thus, investment in sophisticated technology and information systems can be a meaningful strategy to increase efficiency, improve customer experience, and ensure the company's financial sustainability. Therefore, continuous commitment to improvement and innovation is needed so that UT can remain at the forefront of this industry, reduce the risk of bad debts, and accelerate the process and lead time of debt collection.

System Robust Process (SRP) ensures that every process in an organization runs stably, controlled, and reliably in various conditions, including when there are internal or external disruptions. However, the implementation of SRP still has weaknesses; for example, the collection process can also be disrupted if there is a technical disruption or system error. SRP emphasizes standardization and consistency, so it is less flexible when dealing with strategic customers who need a special approach and cases of receivables disputes or force majeure situations. Based on the description and phenomena that have been presented above and several previous research results, the author is interested in conducting further research with the title "Analysis of the Implementation of the System Robust Process (SRP) on Accelerating Receivables Collection at PT United Tractors, Tbk.

2. LITERATURE REVIEW
Receivables
According to Soemarso (2020), receivables are "A habit for companies to provide concessions to customers when making sales. The concessions given are usually in the form of allowing customers to pay later for the sale of goods or services made. Meanwhile, according to Kasmir (2019), receivables are institutional bills to other parties that are no more than one year in term. These receivables occur from selling goods or services to consumers in instalments (credit).

System Robust Process (SRP)
System Robust Process (SRP) is a systematic approach designed to improve the efficiency and effectiveness of business processes. In accounts receivable collection, SRP can include technology, clear procedures, and good data management. SRP is a concept that underlies sustainability and efficiency in the modern business world. It is an approach designed to make a system operate optimally and effectively in a variety of situations and conditions that may occur. By emphasizing flexibility, reliability, efficiency, and control by the system, SRP plays an essential role in improving the performance and competitiveness of an organization. SRP is now a necessary topic in modern business, especially considering its crucial role in improving operational efficiency. One area where this concept significantly impacts is accelerating the accounts receivable collection process and collaboration with customer systems. By carrying the principles of reliability, flexibility, and efficiency, SRP increases the effectiveness of accounts receivable collection and optimizes the management of a company's accounts receivable.

3. IMPLEMENTATION METHOD
This type of research is quantitative descriptive research. According to Sugiyono (2019:14), quantitative research is a research method based on the philosophy of positivism to research a particular population or sample, and sampling is done randomly with data collection using instruments and statistical data analysis. This research was conducted at the Branch Office. PT United Tractors Tbk. Which is located at Jl. Tj. Morawa No.Km.10, Timbang Deli, Kec. Medan Amplas, Medan City, North Sumatra 20148. The research was carried out starting in August 2024 and finishing in February 2025. The population in this study is the Receivables report of PT United Tractors Tbk. According to Sugiyono (2019:62), a sample is part of the amount and characteristics possessed by a population. The sample in this study is the receivables data of PT United Tractors Tbk for 2019-2024.

4. RESULTS AND DISCUSSION

RESULTS

1. Implementation of the System Robust Process (SRP)

PT United Tractor Tbk The implementation of SRP began in 2020. The purpose of implementing SRP is to facilitate the collection process more effectively and efficiently. In improving the Operational Efficiency of the Collection Process, the system automatically sends notifications of a list of due receivables so that employees only need to carry out the order. In addition, SRP can help reduce human error in the collection process because this system provides detailed information regarding the collection procedure. SRP can also control receivables. In controlling receivables, the company needs to set its credit policy, which functions as a standard. If the company needs to make improvements later in its implementation, credit sales and collection of receivables may not comply with the established standards. This activity ensures that the results are in accordance with the plan, which is the essence and function of control. Effective management of accounts receivable is needed to encourage the cash capacity needed for company financing because receipts are not commensurate with needs and will provide in carrying out the work that has been set as a means of company activities.

2. SRP on accelerating receivables collection

Implementing SRP can have a positive impact on accelerating receivables collection. By increasing efficiency, utilizing technology, and improving communication, companies can reduce the time required to collect receivables and improve cash flow. Therefore, investing in SRP can be an important strategic step for companies to enhance financial performance. SRP is an approach that companies can implement to accelerate the receivables collection process in a more structured, efficient manner, and it can help them overcome various challenges that arise during the process. In accelerating receivables collection, SRP focuses on strengthening systems, procedures, and methods to support the company's efforts to manage and collect more effectively.

a. Calculation of Receivable Turnover Ratio

Table 2. Calculation of Receivables of PT United Tractors, Tbk,

Year	Calculation
2019	$RTO = \dfrac{9.006.523}{2.337.035} = 3.85$ Time
2020	$RTO = \dfrac{8.987.950}{2.309.743} = 3{,}89$ Time
2021	$RTO = \dfrac{9.084.995}{2.244.211} = 4{,}05$ Time
2022	$RTO = \dfrac{10.305.082}{2.383.579} = 4{,}32$ Time
2023	$RTO = \dfrac{11.204.800}{2.619.874} = 4{,}28$ Time
2024	$RTO = \dfrac{11.367.267}{2.731.586} = = 4{,}16$ Time

Source: Data Processed, 2025

The recapitulation results of the RTO calculations above can be seen in Table 2 below:

Table 3. Receivables of PT United Tractors, Tbk, 2019-2024

Year	Credit Sales	Average Receivables	RTO(Time)
2019	9.006.523	2.337.035	3.85
2020	8.987.950	2.309.743	3.89
2021	9.084.995	2.244.211	4.05
2022	10.305.082	2.383.579	4.32
2023	11.204.800	2.619.874	4.28
2024	11.367.267	2.731.586	4.16

Source: PT United Tractors, Tbk, Kantor Cabang Medan,2025

The data in Table 3 shows that the performance of receivable turnover fluctuates from year to year. It is shown in the 2019 RTO of 3.85 times. In 2020, there was an increase in RTO of 3.89 times or an increase of 0.4 times from the previous year. In 2021, there was an increase in RTO of 4.05 times or an increase of 0.16 times. In 2022, RTO was 4.32 times, an increase compared to the previous year. In 2023, RTO was 4.28; in 2024, RTO was 4.16 times. The company's RTO performance reached its highest point in 2022, 4.32 times, and the lowest RTO in 2019, 3.85 times.

b. Receivables Collection Period (Average Collection Period)

Table 4. Receivables Collection Period of PT United Tractors, Tbk

Year	Calculation
2019	$\text{ACP} = \dfrac{365}{3{,}85} = 95 \text{ Day}$
2020	$\text{ACP} = \dfrac{365}{3{,}89} = 94 \text{ Day}$
2021	$\text{ACP} = \dfrac{365}{4{,}05} = 90 \text{ Day}$
2022	$\text{ACP} = \dfrac{365}{4{,}32} = 84 \text{ Day}$
2023	$\text{ACP} = \dfrac{365}{4{,}28} = 85 \text{ Day}$
2024	$\text{ACP} = \dfrac{365}{4{,}16} = 88 \text{ Day}$

Source: Data Processed, 2025

The results of the recapitulation of the ACP calculations above can be seen in Table 5. below:

Table 5. Average Collection Period Calculation Results

Year	Time of year	RTO (Time)	ACP (Day)
2019	365	3.85	95
2020	365	3.89	94
2021	365	4.05	90
2022	365	4.32	84
2023	365	4.28	85
2024	365	4.16	88

Source: PT United Tractors, Tbk,2025

The data in Table 5 shows that in 2019, the company needed 95 days to collect receivables. In 2020, the company needed less time than the previous year to collect receivables, which was 94 days. In 2021, the company needed less time than the previous year, which was 90 days, to collect receivables. In 2022, the company required 84 days to collect receivables. In 2023, the company needed 85 days to collect receivables, and in 2024, the company required 88 days to collect receivables.

c. Delinquency Ratio

Table 6. Calculation of Delinquency Ratio of PT United Tractors, Tbk

Year	Calculation
2019	Delinquency Ratio $= \dfrac{528.524}{2.369.500} \times 100\% = 22\%$
2020	Delinquency Ratio $= \dfrac{523.315}{2.249.986} \times 100\% = 23\%$
2021	Delinquency Ratio $= \dfrac{29.379}{2.238.435} \times 100\% = 1\%$
2022	Delinquency Ratio $= \dfrac{62.028}{2.528.723} \times 100\% = 2\%$
2023	Delinquency Ratio $= \dfrac{66.975}{2.711.025} \times 100\% = 2\%$
2024	Delinquency Ratio $= \dfrac{61.630}{2.752.146} \times 100\% = 2\%$

Source: Data Processed, 2025

The recapitulation results of the delinquency ratio calculation above can be seen in table 7 below:

Table 7. Results of Calculation of Delinquency Ratio

Year	Overdue Receivables	Receivables	Delinquency Ratio
2019	528.524	2.369.500	22%
2020	523.315	2.249.986	23%
2021	29.379	2.238.435	1%
2022	62.028	2.528.723	2%
2023	66.975	2.711.025	2%
2024	61.630	2.752.146	2%

Source: PT United Tractors, Tbk,2025

The data in Table 7 shows that the percentage of the company's receivables delinquency ratio fluctuates from year to year. In 2019, the delinquency ratio was 22%. In 2020, the delinquency ratio increased compared to the previous year, which was 23%. In 2021, the delinquency ratio decreased very significantly, namely 1%. In 2022, 2023, and 2024, the delinquency ratio was 2% each.

d. Collection Ratio

The results of the calculation of the Accounts Receivable Collection Ratio are as follows:

Table 8. Calculation of Delinquency ratio of PT United Tractors, Tbk

Year	Calculation
2019	Collection Ratio $= \dfrac{1.840.976}{2.369.500} \times 100\% = 78\%$
2020	Collection Ratio $= \dfrac{1.726.671}{2.249.986} \times 100\% = 77\%$
2021	Collection Ratio $= \dfrac{2.209.056}{2.238.435} \times 100\% = 99\%$
2022	Collection Ratio $= \dfrac{2.466.695}{2.528.723} \times 100\% = 98\%$
2023	Collection Ratio $= \dfrac{2.644.050}{2.711.025} \times 100\% = 98\%$
2024	Collection Ratio $= \dfrac{2.690.516}{2.752.146} \times 100\% = 98\%$

Source: Data Processed, 2025

The recapitulation results of the delinquency ratio calculation above can be seen in table 8 below:

Table 9. Results of Calculation of Accounts Receivable Collection Ratio

Year	Accounts Receivable	Receivables	Collection Ratio
2019	1.840.976	2.369.500	78%
2020	1.726.671	2.249.986	77%
2021	2.209.056	2.238.435	99%
2022	2.466.695	2.528.723	98%
2023	2.644.050	2.711.025	98%
2024	2.690.516	2.752.146	98%

Source: PT United Tractors, Tbk, 2025

Table 9 shows that the receivables collection ratio also fluctuates yearly. In 2019, the receivables collection ratio was 78%. In 2020, the receivables collection ratio increased by 77%. In 2021, receivables collection increased from the previous year, namely with a collection ratio of 99%. In 2022, the collection ratio was 98%. In 2023, the collection ratio was 98%, and in 2024, the collection ratio was 98%.

3. **Difference Test (Paired Sample Test)**

Table 10. Paired Sample Test RTO (Receivable Turnover) Before Implementation of SRP and After the Implementation of SRP

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	RTO Before_SRP - After_SRP	.73667	2.02112	1.16690	-4.28408	5.75741	.631	2	.592

Source: Primary Data, processed 2025

Based on Table 10, it is known that the sig value (2-tailed) is 0.592> 0.05, so it can be concluded that there is no difference between RTO (Receivable Turn Over) before and after the implementation of SRP.

Table 11. Paired Sample Test ACP (Average Collection Period) Before and After Implementing SRP

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	ACP Before_SRP - After_SRP	7.333	4.726	2.728	-4.406	19.073	2.688	2	.115

Source: Primary Data, processed 2025

Based on Table 11, it is known that the sig. value (2-tailed) is 0.115> 0.05, so it can be concluded that there is no difference between ACP (Average Collection Period) before the implementation of SRP and after the implementation of the System Robust Process (SRP).

Table 12. Paired Sample Test of Collection Ratio Before and After Implementation of SRP

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Rasio Penagihan Sebelum_SRP - Setelah_SRP	-20.333	.577	.333	-21.768	-18.899	-61.000	2	.000

Source: Primary Data, processed 2025

Based on Table 12, it is known that the sig. value (2-tailed) is 0.000 < 0.05, so it can be concluded that there is a difference between the collection ratio before the implementation of SRP and after the implementation of SRP.

Table 13. Paired Sample Test of Delinquency ratio Before and After Implementation of SRP

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Rasio Tugakan Sebelum_SRP - Setelah_SRP	19.667	.577	.333	18.232	21.101	59.000	2	.000

Source: Primary Data, processed 2025

Based on Table 13, it is known that the sig. value (2-tailed) is 0.000 < 0.05, so it can be concluded that there is a difference between the delinquency ratio before the implementation of SRP and after the implementation of SRP.

DISCUSSION

1. Receivables Turnover Ratio

The turnover of receivables in a company is perfect if there are no problems, such as payment delays or late payments during implementation. Based on the calculation above, the receivables turnover at PT United Tractors can be seen. Tbk, for six years, namely from 2019 to 2024, experienced instability in the form of an increase and decrease in the average turnover of receivables, in this case, accounts receivable. Based on the results of calculating the Receivable Turnover Ratio during 2019-2024 at PT United Tractors. Tbk, the level of effectiveness of receivables turnover can be seen in the following table:

Table 14. Standar Efektivitas RTO

Year	RTO (Time)	Level of Effectiveness
2019	3.85 Time	Very Effective
2020	3.89 Time	Very Effective
2021	4.05 Time	Very Effective
2022	4.32 Time	Very Effective
2023	4.28 Time	Very Effective
2024	4.16 Time	Very Effective
Average	4.09 Time	Very Effective

Source: Data Processed, 2025

Table 14 shows that the receivables turnover ratio has increased and decreased. In 2019, the average ability of funds embedded in receivables to rotate was 3.85 times, which means the receivables turnover in 2019 was very effective according to the effectiveness ratio standard. However, that year, the company's receivables turnover was the lowest. It is because the average receivables in that period were high, which means there was still a lot of company capital embedded in receivables, which had not become cash, and the collection of receivables carried out by sales was not maximized. The implementation of SRP at PT United Tractors. Tbk can have a positive impact on accelerating receivables collection. From 2020 to 2024, the company's receivables turnover ratio experienced a significant increase compared to the year before the Robust Process System (SRP) implementation. Credit sales have increased, and the company raised the receivables ceiling based on the customer's ability to pay receivables.

In that year, there was also a decrease in the average receivables, which means that the capital invested in receivables also decreased and became cash, which is suitable for the company. It also impacts the successful implementation of SRP at PT United Tractors. Tbk so that it can accelerate the receivables collection process in a more structured, efficient manner and can overcome various challenges that arise during the process. In accelerating receivables collection, SRP focuses on strengthening systems, procedures, and methods to support the company's efforts to manage and collect more effectively. These results prove that the receivables turnover at PT United Tractors Tbk is quite good, proving that the receivables collection department is working well. High receivables turnover results can improve the company's performance and bring profit to the company because the receivables turnover is quite good. A high turnover rate indicates the speed of funds related to receivables or, in other words, the speed of receivables being paid off by debtors. The higher the receivables turnover rate, the faster the receivables become

cash. The results of this study are also supported by Desti et al. (2019), who stated that companies with a pretty good accounts receivable turnover.

2. Average Collection Period

The period of capital commitment in receivables or the average period of collection of receivables is essential to compare the average period with the payment terms set by the company. The number of days of sales in receivables is an estimate of the long-term time of uncollected receivables. Comparing this measure with credit terms will provide information about the efficiency of receivables collection. Suppose the average period of receivables collection is greater than the payment deadline that has been set. In that case, the method of collecting receivables is less efficient, which means that many customers do not meet the payment terms set by the company. To reveal the relationship between credit sales and accounts receivables, the number of days of sales in receivables is an estimate of the period of uncollected accounts receivables. Based on the calculation results of the Average Collection Period during 2019-2024 at PT United Tractors Tbk, the level of effectiveness of receivables collection can be seen in the following table:

Table 15. ACP Effectiveness Standards

Year	ACP (Day)	Level of Effectiveness
2019	95	Ineffective
2020	94	Ineffective
2021	90	Less Effective
2022	84	Less Effective
2023	85	Less Effective
2024	88	Less Effective
Rata-rata	89	Less Effective

Source: Data Processed, 2025

The receivables collection period at PT United Tractors Tbk has fluctuated. The company's Average Collection Period (ACP) level is greatly influenced by the relevant year's receivable turnover (RTO) level. The higher the RTO level, the better the ACP. In 2019, the company's receivables collection period took quite a long time, which was 95 days, so it was less effective because the company set a receivables payment limit of no later than 90 days from the invoice note after being received by the customer. It was due to the customer's delay in paying their receivables, which was 5 days longer than the ACP targeted by the company. In 2020, the receivables collection period was less effective, 94 days from the time targeted by the company, when most consumers paid their receivables longer than the company's targeted time limit. So that the time required to collect receivables is increasing. In 2021, receivables collection reached 90 days, which is following the maximum time limit set by the company. In 2022, the company's receivables collection period took quite a long time, 84 days, making it less effective. In 2023, the company's receivables collection period took 85 days, while in 2024, the company's receivables collection period took 89 days. During the receivables collection period in the last 6 years at PT United Tractors Tbk, from 2019-2024, the company experienced a decrease and increase in receivables collection. So, the average receivables collection for 6 years, which is 89 days, is less effective because it exceeds the set time limit, which the company sets a maximum time limit of only 90 days from the invoice note after being received by the customer.

3. Delinquency Ratio

Based on the calculation results of the Delinquency Ratio during 2019-2024 at PT United Tractors Tbk, the level of effectiveness of receivables arrears can be seen in the following table:

Table 16. Delinquency ratio Effectiveness Standard

Year	Delinquency Ratio	Level of Effectiveness
2019	22%	Effective
2020	23%	Effective
2021	1%	Very Effective
2022	2%	Very Effective
2023	2%	Very Effective
2024	2%	Very Effective

| Average | 8.67% | Very Effective |

Source: Data Processed, 2025

The delinquency ratio at PT United Tractors. Tbk, in 2019, which was 22%, was declared effective based on the standard level of effectiveness ratio of receivables management. In 2020, the company's performance decreased, where the delinquency ratio was 23%. It means that the company has been collecting from customers less well that year. The implementation of SRP at PT United Tractors. Tbk has started to run well. It can be seen in 2021, there was a decrease in the delinquency ratio, reaching a minor point, namely 1% or a reduction of 22%, which means that the delinquency ratio of receivables is very effective, where the company experienced a decrease in arrears. It happened because the company was able to minimize its arrears, and the collection department had improved its collection performance, which resulted in a reduction in the arrears in the company so that the capital invested in receivables was reduced. Good performance also continued from 2022 to 2024. It can be seen from the delinquency ratio of 2% each, which means that the delinquency ratio of receivables was very effective. With the implementation of SRP, the collection process is faster and more transparent, thus minimizing bad debts. Based on the calculation of the delinquency ratio at PT United Tractors. Tbk, from 2017-2019, fluctuated from year to year, where the average delinquency ratio for 6 years was 8.67%, which means that the delinquency ratio of receivables is said to be very effective because the percentage of arrears is less than 20% according to the standards of the effectiveness of receivables management.

4. Collection Ratio

Based on the calculation results of the collection ratio during 2017-2019 at PT United Tractors. Tbk, the level of effectiveness of receivables collection can be seen in the following table :

Table 17. Collection Ratio Effectiveness Standard

Year	Collection Ratio	Level of Effectiveness
2019	78%	Effective
2020	77%	Effective
2021	99%	Very Effective
2022	98%	Very Effective
2023	98%	Very Effective
2024	98%	Very Effective
Average	91.33%	Very Effective

Source: Data Processed, 2025

In 2019, the collection ratio at PT United Tractors. Tbk was said to be effective based on the effectiveness ratio standard because the ratio presentation was 78%. In 2020, the collection ratio was 77%, decreasing by 1% compared to the previous year. In 2021, there was a significant increase in the collection ratio, namely 99% or an increase of 22% from the prior year. It means the company has managed receivables well, resulting in very effective receivable collection. This increase in collection is also inseparable from the implementation of SRP in the collection process for customers. This good trend continues until 2024, when the collection ratio reaches 98%. Based on calculating the receivables collection ratio at PT United Tractors. Tbk, for 6 years from 2019-2024, it can be concluded that the average receivables collection ratio is 91.33% effective because the receivables collection presentation is more than 60% based on the effectiveness standard of receivables management. It is due to improvements in receivables collection performance from time to time, namely by implementing SRP at PT United Tractors. Tbk, where sales will collect receivables according to the information in the system so that everything runs effectively and efficiently.

CONCLUSION

Based on the research results, the following conclusions were obtained:
1) The implementation of the System Robust Process (SRP) does not have a significant impact on the level of receivables turnover (receivable turnover) at PT United Tractors Tbk. It can be seen that in 2019, the RTO was 3.85 times that of the previous year. In 2020, the RTO was 3.89 times. In 2021, the RTO was 0.16 times. In 2022, the RTO was 4.32 times. In 2023, the RTO was 4.28, and in 2024 the RTO was 4.16 times.

2) The implementation of the System Robust Process (SRP) does not have a significant impact on the average collection period of receivables (Average Collection Period) at PT United Tractors Tbk. It can be seen that in 2019, the ACP was 95 days. In 2020, the ACP was 94 days. In 2021, ACP is 90 days. In 2022, ACP is 84 days. In 2023, ACP is 85 days; in 2024, the company needs 88 days to collect receivables.

3) The implementation of the System Robust Process (SRP) has a significant impact on the delinquency ratio. In 2021, the delinquency ratio is 1%, while in 2022-2024, the delinquency ratio is 12%, compared to before the implementation of the System Robust Process (SRP), which was 23%.

4) The implementation of the System Robust Process (SRP) has a significant impact on the ratio. In 2021, the collection ratio is 99%, while in 2022-2024, the collection ratio is 98%, compared to before the implementation of the System Robust Process (SRP), which was 78% in 2019.

SUGGESTIONS

Based on the description above, the problems to be studied in this study are:

1) To avoid lower receivable turnover (RTO), PT United Tractors Tbk should always be careful when providing credit to consumers and re-evaluate the current credit policy.

2) All employees should utilize the Robust Process System (SRP) correctly so that no more customers are in arrears for more than 60 days.

3) The company has streamlined the company's receivables collection process. Seeing the excellent performance results, the company must maintain its performance for the future to minimize its delinquency ratio.

4) The company has streamlined the company's receivables collection process. Seeing the excellent performance results, the company must maintain its performance for the future to continue to maximize the company's collection ratio.

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