

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This research has analyzed how Ikatan Motor Indonesia (IMI), as the National Sporting Authority/*Autorite Sportive Nationale* (ASN) of the Federation Internationale de l'Automobile (FIA) in Indonesia, has implemented the FIA's Environmental Strategy 2020-2030 between 2022 and 2025. Guided by the research question of how has IMI implemented the FIA's call of Global Environmental Agenda in addressing the challenges of global governance in the motorsport sector, this research set out to move beyond a simple binary judgment of compliance versus non-compliance, and instead to understand the structural and institutional logic behind IMI's partial implementation.

Using Robert Keohane's conception of international regimes as the theoretical entry point, and Abram and Antonia Handler Chayes's (1993) Managerial Compliance model as the primary analytical framework, this research has shown that IMI's relationship with the FIA's sustainability agenda cannot be adequately explained through enforcement based logic. IMI has not resisted the FIA's environmental norms, nor has it rejected the legitimacy of the global sports regime it operates within. On the contrary, the empirical findings in Chapter IV demonstrate that IMI has consistently exhibited what Chayes and Chayes describe as a general disposition to comply, evidenced by its early institutional alignment with the FIA's sustainability shift since 2019, the establishment of its Environment and Social Commission, and the creation of localized instruments such as the Sustainable Automotive Program (SAP) Enviro under IMI DKI Jakarta.

However, this disposition to comply has not translated into substantive or uniform implementation. Drawing on the pillars of the Managerial Compliance framework, rule ambiguity, capacity limitations, and information deficits, the

research finds that IMI's compliance gap is rooted in structural and institutional limitations rather than deliberate non compliance.

Firstly, with respect to information deficits and transparency, the research finds that IMI lacks a standardized, organization-wide reporting and monitoring mechanism. While the 2025 pilot projects conducted by IMI DKI Jakarta's Tim Enviro, such as the Jakarta Super Enduro and the Shaquille Aldy Jaya Cup Prix, produced detailed and credible environmental data, this practice remains isolated to a single regional chapter. Across IMI's approximately 2,000 annual events nationwide, no comparable data collection exists, and existing guidelines such as the Pedoman Pelaksanaan Lingkungan Hidup 2024 are reportedly under read and under enforced among local promoters. This absence of consistent, verifiable reporting blurs the line between genuine compliance and symbolic alignment, making it difficult for the FIA, or any external observer, to assess IMI's actual environmental performance.

Secondly, regarding capacity limitations, the findings reveal that IMI's environmental initiatives remain heavily constrained by financial and institutional limitations. The reliance on the personal funds of Tim Enviro members to finance environmental audits and data collection throughout the 2025 pilot phase illustrates the absence of a sustainable, budgeted institutional pipeline for sustainability work. This financial precarity is compounded by uneven capacity across regions, such as how bigger national level events possess sufficient administrative maturity to gradually adopt practices such as digital registration and carbon tracking, regional level championships remain dependent on traditional, paper based methods due to cost barriers and the absence of specialized personnel.

Thirdly, in terms of rule ambiguity, the research finds that the ambiguity inherent in the FIA's soft law guidelines, being voluntary, broadly framed, and open to local implementation, has limited IMI's ability to develop clear benchmarks for what constitutes adequate compliance. This has resulted in a

pattern of incremental and selective adoption, where sustainability initiatives are pursued when they align with existing organizational capacity or offer reputational value, rather than being internalized as a core institutional priority. The persistence of dismissive attitudes among event organizers and motorsport members toward environmental oversight, as reflected in the interview data, further indicates that sustainability has not yet been fully internalized into the everyday culture of Indonesian motorsport governance.

All in all, these findings support the central argument of this research, which is that IMI's compliance gap with the FIA's sustainability agenda is best understood not as resistance to global environmental norms, but as a condition of constrained compliance, shaped by capacity limitations, ambiguous regulatory guidance, and an underdeveloped institutional infrastructure for transparency and enforcement. This conclusion reinforces the broader theoretical proposition of the Managerial Compliance model that non compliance among actors who have voluntarily entered an international regime is more often a problem to be managed through capacity building and dialogue than a violation to be punished.

5.2 Recommendations

5.2.1 Practical Recommendations for IMI

On a practical level, IMI should first work toward institutionalizing the Tim Enviro model at the national scale, rather than allowing it to remain a structure unique to IMI DKI Jakarta. By mandating a comparable environmental task force across all provincial chapters, IMI can move away from a system where oversight is concentrated in a single region while the central Environment and Social Commission remains comparatively detached from operational realities. This structural expansion should be accompanied by the establishment of a formal, budgeted funding mechanism for sustainability work. Building on IMI

DKI Jakarta's own 2026 roadmap objective of creating a fair operational funding system through promoter and Event Organizer (EO) contributions, IMI at the national level should formalize sustainability related costs as a standard component of event sanctioning fees, thereby reducing its current reliance on the voluntary, personally funded efforts of individual environmental officers in the field.

Furthermore, beyond funding and structure, IMI also needs to develop a mandatory, standardized reporting template that can be applied consistently across its sanctioned events. Given the transparency deficit identified throughout this research, requiring all events, regardless of scale, to submit a baseline environmental report covering energy use, waste volume, and travel related emissions, using a simplified version of the methodology already piloted by Tim Enviro DKI Jakarta, would significantly strengthen the organization's ability to monitor and verify its own environmental performance. This effort should be paired with clearer, locally adapted and feasible technical benchmarks that translate the FIA's broadly framed sustainability principles into concrete, measurable targets suited to the Indonesian motorsport context, reducing the rule ambiguity that currently complicates implementation at the local level. Ultimately, IMI should invest in structured outreach and behavioral training for promoters and event organizers. Given the cultural resistance documented in the interviews conducted for this research, targeted socialization programs, workshops, incentive schemes, or recognition systems could help shift environmental compliance from being perceived as an operational burden into a standard and reputable practice within Indonesia's motorsport community.

5.2.2 Theoretical Recommendations for IMI

On a theoretical level, IMI would benefit from reframing its internal evaluation of environmental performance away from a binary compliance logic. In

line with the Managerial Compliance Model applied throughout this research, IMI's own assessment of its progress should move away from treating compliance as a fixed status of being either compliant or non compliant. Instead, adopting the managerial understanding of compliance as an evolving and cyclical process, one that is continuously shaped by transparency, capacity, and learning, would allow the organization to track gradual progress rather than measure itself against an unrealistic standard of immediate and full alignment with FIA's global agenda.

This theoretical shift should also extend to how IMI understands and communicates the legitimacy of its sustainability agenda internally. Drawing on Chayes and Chayes's concept of compliance, whereby actors comply more readily when they perceive a regime's expectations as legitimate and achievable, IMI should frame its environmental initiatives not merely as an externally imposed FIA mandate, but as a locally owned institutional value communicated clearly to provincial chapters, promoters, and event organizers. Related to this, IMI should also begin to treat rule ambiguity as a managerial variable that lies within its own capacity to address, rather than as a fixed constraint imposed from above by FIA's soft law approach. By actively producing local interpretive guidance instead of passively waiting for clearer international directives, IMI can reposition itself as a more agentic translator of global norms rather than a passive recipient of them.

Additionally, a recommendation for future research, a comparative study across ASEAN or other developing-country ASNs, such as Malaysia or India, would help determine whether the patterns identified here are unique to Indonesia or reflective of a broader regional trend within the global motorsport regime. Relatedly, given that IMI DKI Jakarta's own roadmap identifies 2026 as a critical transitional phase toward a standardized and funded sustainability system, a longitudinal study tracking this transition would offer valuable insight into whether capacity-building interventions actually narrow the compliance gap identified in this study. Finally, future research could also move beyond the institutional and organizational focus of this thesis to examine how motorsport

fans, drivers, and grassroots communities themselves perceive and respond to sustainability initiatives, offering a more complete picture of socialization processes at the grassroots level.