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“ISLAM AND TOURISM: CULTURAL DIVERSITY MANAGEMENT”

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INTRODUCTION

Relevance of the topic. The thesis work focuses mainly on Cultural diversity management in Saudi Arabia. The Analysis is followed mostly by the comparison of the tourism sector of Saudi Arabia between 2013 – 2022, and its long-term prospects. The project work points out the notable merit and demerit of the adoption of tourism for the Saudi economy and its international relationships.

Saudi Arabia is a highly conservative country and possesses one of the largest Arabic populations geographically. There is a wide contrast in terms of values and traditional mindset that makes the Saudis differ from other cultures. The adoption of tourism in Saudi Arabia is still being met with strict and underlying rules and regulations.

For many years, the Kingdom of Saudi Arabia closed its borders to tourism. The largest form of accepted tourism is the yearly visit of Muslim pilgrims to perform Hajj. These visits were met with yet again strict regulations of only accepting Muslims. In 2013, the country decided to open its doors to over 40 international visitors for other forms of tourism.

The purpose of this work – is to consolidate the theoretical knowledge and practical aspect of cultural diversity management in Saudi Arabia. The sector of tourism in Saudi Arabia has significantly increased the gross domestic product of the country as well as job development and job opportunities for both domestic and international individuals. In order to maintain the country's values and cultural standards, Saudi Arabia has shifted its focus to adopt Cultural diversity management.

Cultural diversity is evident in different countries. It allows the cohabitation and tolerance of other cultural groups without discrimination. The ability to manage cultural diversity will help Saudi Arabia act more confidently on future tourism and business decisions.

The Object of this task is to extensively elaborate on the importance of cultural diversity management that exists both in Saudi Arabia's tourism sector and domestic cohabitation with international tourism. Furthermore, the

theoretical and practical aspects of cultural diversity management will be broken down into separate segments.

The Subject in this thesis work focuses on cultural diversity management in Saudi Arabia and the importance of tourism.

The information base of this work - Is obtained from Wikipedia, certain articles from the news, YouTube and textbooks on cultural diversity management e.g., Jasmin Nowak's book, Cultural diversity management in tourism.

Structure of this work – This work consists of an introduction, three chapters, a conclusion, references and an appendix. Reference- The List of references consists of one hundred. This work also includes eighty two pages and nine images.

Global tourism is essential because it directly or indirectly increases or generates a substantial amount of the Gross Domestic Product (GDP) of different economies worldwide and it gives rise to employment by providing more jobs. The global tourism and hospitality industry is the world's largest industry, and it boasts over \$4.5 trillion in expenditures and generates over 200 million jobs.

Tourism presents emerging economies and develops countries with enormous opportunities. This can be seen in areas such as; Job creation, Local infrastructural development, and strengthening of the economy. It reduces inequality and poverty and can aid in the conservation of the natural environment, traditions and cultural assets. There are various factors that affect or limit host countries and can often be at a global scale, and this includes; over-tourism, terrorism, climate change, and cultural or traditional differences.

In Islamic tourism, the intention for tourism activities is for the sake of Allah. If the intention of travelling is to seek the pleasure of God or to strengthen his faith, then it will be both Halal and Islamic. The place may not be situated in a Muslim country or in a religious location.

In Saudi Arabia, the main types of tourism are leisure tourism and religious pilgrimage tourism. Saudi Arabia by 2030 aims to become one of the top global tourism destinations. Its visitor target is aiming at over 100 million visitors annually.

Saudi Arabia is a highly conservative country. Due to its cultural diversity, tourists must make a better analysis and understanding of what is allowed and prohibited in Saudi Arabia. Some prohibited activities in the country include; Smoking, Alcohol Consumption, Imports of narcotics, Weapons, Pork and pork products, Pornographic materials, and used Clothing. There are also no nightclubs or bars. Irrespective of Saudi Arabia's strict conservative rules, the country boasts of great tourist destinations such as; Mecca, Jeddah, Hegra etc.

In 2017, Saudi Arabia became the second most visited tourist destination in the Middle East with more than 15 million visitors. There is significant growth in the leisure tourism sector irrespective of the fact that tourism for religious pilgrimage purposes remains in its highest sector of tourism.

In December 2013, The Kingdom of Saudi Arabia officially announced its intentions to issue its first-ever tourist visa in history. The visas are only issued on the grounds of certain regulations approved by the Ministries of Interior and Foreign Affairs. In 2019, the decision was successfully implemented. 49 countries were issued a tourist visa for a fee of \$80. These kinds of visas can either be obtained online or on arrival. Over a week later, there was an inflow of over 22,000 tourists, with China, the UK, and the USA topping the chart for the highest visiting nationalities.

By 2023, The overall number of tourist trips is on course to be 93.8 million. Despite political worries, the tourism sector in Saudi Arabia is increasing.

According to ootlah on 'tourism in Saudi Arabia', it states that Saudi Arabia is a Middle Eastern country that occupies most of the Arabian Peninsula and has coastlines on the Arabian Gulf and the Red Sea. It is bordered by Jordan to the northwest, Iraq and Kuwait to the northeast, Bahrain and Qatar to the east, United Arab Emirates to the southeast, and Oman and Yemen to the south.

A hotel or restaurant may face a variety of problems, difficulties, and trends in the hospitality industry. The hospitality industry has made cultural diversity in the workplace a priority in recent years. The main focus of this essay is on discussing the current state of cultural diversity in the hospitality industry's workplace. It then analyzes some advantages and disadvantages of cultural diversity in hospitality organizations and offers helpful advice for dealing with these issues.

The differences between people are referred to as diversity. The term "cultural diversity" refers to the variations in gender, traditions, language, etc. among people.

Due to international hiring, the hospitality industry now has a diverse workforce. For instance, a company might employ people from Vietnam, France, or the United States. How to effectively manage a diverse workforce then becomes a difficult problem for managers. Numerous studies have been done to aid managers in identifying strategies for successfully managing the diversity of cultures among the workforce in the hospitality sector.

The situation of Cultural Diversity at Work in the Hospitality Industry Currently Because of globalization, businesses in the hospitality industry compete in both the domestic and international markets. One of the factors that have most influenced the diversity of the workforce is globalization.

This Thesis covers the various forms of cultural diversity and its management in Saudi Arabia. We will also be looking at Tourism in Saudi Arabia, different cultural heritage sites and popular tourist destinations. We will address the need for and importance of Cultural diversity management and how its adoption has significantly improved the economic, social, and political aspects of Saudi Arabia.

SECTION 1.

THEORETICAL ASPECT OF CULTURAL DIVERSITY MANAGEMENT IN ISLAMIC TOURISM

1.1 THE ESSENCE OF ISLAMIC TOURISM

The aim of this chapter is to present the theoretical framework that is essential in order to understand the following chapters in this thesis work. The chapter is divided into three main sections: essence, features and methodical approach to cultural diversity management in Islamic tourism. The purpose of the first section is to provide a basic overview of what cultural diversity management is; explain the definition of cultural diversity, cultural diversity management techniques, and its importance.

Cultural diversity management is the acceptance and respect, recognition and valuing of individual differences. There are various forms of cultural diversity; Religion, Race, Sexual orientation etc. Cultural diversity management can also be intra-national, and cross-national.

The dimensions of cultures according to Fons Trompenaars show the different relations between cultures and their formation in seven different dimensions; Universalism versus Particularism, Individualism versus collectivism, achievement versus ascription, and neutral versus affective. Specific versus diffuse, internal versus external and time orientation.

- The relative weight formal rules and procedures are given in comparison to situations and interpersonal relationships is related to **universalism versus particularism**. People from particularistic cultures tend to act according to the situation, as opposed to universalistic cultures, which rely on formal rules and regulations to govern various aspects of life.
- **Individualism vs. collectivism** is comparable to the important cultural dimension put forth by Hofstede that was previously covered. Individuals' interests typically take precedence over group interests in individualistic cultures, whereas in collectivistic organizations, whole teams—rather than individuals—are held accountable for both organizational successes and failures.

- The ratio of **achievement to ascription** indicates how tolerant a society is of how power and status are distributed among its members. This cultural dimension and Geert Hofstede's cultural dimension of power distance are quite similar. High achievers are given power, status, and other benefits in societies and organizations with achievement-oriented cultures. On the other hand, in ascription-oriented organizations, power and management positions are distributed based on factors like family backgrounds, age, gender, and others.
- **Affective versus neutral** dimension distinguishes cultures based on the degree to which members of society express their emotions. Emotions are typically only minimally displayed in neutral cultures, whereas people feel more at ease expressing their feelings and emotions in public in affective cultures.
- **Specific versus diffuse** dimension distinguishes between societies based on how much people's personal and professional lives are divided. There is a distinct division between an employee's personal and professional lives in some cultures. Contrarily, there is a significant overlap between employees' personal and professional lives in diffuse cultures, and people have a greater tendency to socialize with one another outside of work hours.
- The degree to which people feel they have control over their environment is related to the **internal versus external** cultural dimension. People in internally focused cultures tend to believe that they can influence the outside world in order to accomplish their goals and objectives.
- **Time orientation** refers to a tendency for members of a society to focus on one task at a time rather than multitasking. Cultures that value sequential time are characterized by a preference for single-tasking or devoting all of one's attention to one task at once.

There are numerous terms that express the meaning of Islamic travel, such as Syariah travel, halal travel, or Moslem-friendly locations. Islamic

tourism is a practice supported by a range of amenities and services made available by the public, private businesses, the federal government, and local authorities that adhere to Islamic and Syariah law. Islamic tourism is referred to by many people because its characteristics are shared by all tourism-related services, foods and beverages, attractions, and travel destinations in general—so long as they do not violate Syariah's moral principles. Therefore, Islamic tourism is not just for religious travellers.

According to the aforementioned understanding, the idea of Islamic tourism is supposedly not in conflict with Islamic principles and ethics and is closely related to the Islamic notions of halal and haram. Halal means righteous, while haram means forbidden. Halal can be interpreted from both a religious and commercial standpoint. According to Islamic doctrine and teachings, what is permissible for Muslim consumers to consume is what is meant from a religious perspective. It has consumer protection implications. While from a business standpoint, this halal concept can be seen as a business opportunity for food producers. A guarantee that a product is halal will increase its value as an intangible good for food industries that cater to Muslim consumers.

The common criteria for Islamic tourism:

- I. Orientation of common goods: We have the chance to learn more about tourist attractions, cultural centres, and heritage sites when we travel abroad. The expression "Far travelling, wide-sighted" refers to the idea that the more we wander, the more experience and knowledge we gather. As a result, some people enjoy visiting other countries to experience their culture and way of life. Travelling is enjoyable. Along with the thrill of travel, we can expand the tourism sector in our nation. When we travel domestically, we can indirectly contribute to the advancement of our nation. The spirit of love for the country will grow as a result of domestic travel. This occurs because going to historical sites allows one to see, comprehend, and appreciate how the previous generation built and protected the nation. Travelling can also deepen our understanding of both domestic and international affairs, help the local tourism industry develop, reduce financial outlays, preserve the value of our currency, increase patriotism, and make domestic travel more secure. Since low-cost airlines have become

more widely accessible, there has been an increase in the changing trends in domestic travel to foreign countries. The cost of a return flight to international locations is not only less expensive than the cost to destinations within Saudi Arabia.

II. Respect for social and cultural values: The Islamic value system offers a framework for examining social norms, standards of excellence, and patterns of trustworthiness. The value turns into a gauge of goodness and contentment. The entire Saudi social and cultural structure takes on the soul of Islam. The Islamic value system is frequently linked with the value of respect for others. Culture is the process of putting cultural and religious ideals into practice. Social laws that establish social discipline and productive social relationships are shaped by Islamic values. It is crucial that we respect this diversity and recognize the value of this distinction. This will enable us to live in harmony. It's also critical to respect differences in culture and religion.

III. Maintaining security and comfort: Islamic tourism also prioritizes health, safety, comfort, and security. All business owners in the tourism sector are required to hold and maintain their respective locations' safe and risk-free workplace systems. Tourist security and safety will be improved by this. Additionally, they must improve the security and comfort of visitors. Saudi Arabia is becoming more conscious of the need to provide comfort for international travellers through travel agencies during their entire journey. All parties should make proactive and successful efforts to regain the confidence of the international community in the level of security and comfort of visitors to our nation. To ensure tourists' comfort and convenience, travel services must be improved. Similar upgrades should be made to infrastructure and infrastructure facilities. Infrastructure facilities like communication, transportation, and transportation are the primary reason why tourists visit a nation. The reason for this is that visitors require comfort, well-being, safety, and peace of mind.

IV. Enlightenment and orientation of tranquillity: With no noise and the cheeriness, freshness, and serenity of the chalet, homestay, and hotel areas, Islamic tourism is the ideal activity for travellers looking for

peace away from the bustle of the city. Travellers like to relax, go sightseeing, and take in the beauty that nature has created.

- V. Free of immortality: The three main methods for producing elite human capital, which combines knowledge, science and technology, research and development, innovation, and high moral strength, demonstrate the convergence of knowledge as the core of strength. Interests and routines of visiting places of immorality, immoral, and unprofitable places have a detrimental effect on the mental and physical development of humans. Visiting a nudist beach, nightclub, bar, or disco, for instance. Therefore, being overly engrossed in one's pursuit of worldly pleasures can imprison one in adultery and prostitution and cause forgetfulness. This goes against the tenets of Islamic tourism.
- VI. Prioritizing important fundamentals: Muslims frequently misunderstood the significance of Islamic travel in their daily lives. Muslims frequently find themselves in a difficult situation when dealing with issues related to the development of Islamic tourism, having to balance the demands of this life with those of the Hereafter. Life in this world or life in the afterlife: which is more significant? There is a lot of uncertainty. The idea that life in this world is transient and that our goal should be to live a better, longer life is one that Muslims do not dispute.
- VII. Maintaining environmental sustainability: Perhaps today's society and sustainability are synonymous. How well do our societies, particularly when it comes to translating the idea of environmental protection and conservation into the context of Islamic tourism, understand sustainability in its truest sense? What is our stance on protecting and maintaining the environment? Everyone has a responsibility to protect the environment. A responsible government should think about legislation and policy to guarantee that environmental problems like haze, open burning, river pollution, and others are properly and thoroughly addressed.

1.2 FEATURES OF CULTURAL DIVERSITY MANAGEMENT IN ISLAMIC TOURISM

The concept of cultural diversity management originated in North America. It has assumed significance over the years as an important aspect of tourism. The pursuit of cultural diversity management in Islamic tourism is the inevitable consequence of globalization.

Peaceful means of bridging cultural, religious, racial, and ethnic divides are hospitality and tourism. In order to lessen cultural conflicts, communication barriers, or any potential rejection of values from other countries, it is helpful to integrate the diversity of people into a paradigm. This theoretical framework derives from the social exchange theory (SET), which describes how residents formulate their behaviour when weighing the costs and benefits of a particular issue. In a tourism context, SET describes the connections and interactions between the host community and guests.

The host community is a crucial element that stimulates coexistence and interaction with foreign tourists, either positively or negatively. Its main objective is to increase tourism's ability to create a cutting-edge, more sustainable environment. Additionally, it may develop the destination's image based on prior knowledge, experience, and information gleaned from the performance, as well as the reactions of the local populace and/or tourists. However, over the past two decades, the phenomenon of islamophobia has grown in some global cities while the number of Muslim tourists travelling internationally has increased steadily.

Intolerant behaviour is opposed by the European Commission. Bullying, discrimination, prejudice, hate speech, violence, and other issues have been reported by ECRI to be increasing in some European cities, which has an immediate negative impact on the cohesiveness, safety, and homogeneity of the communities. Occasionally, a few hostile incidents involving Muslim customers and/or foreign tourists in public settings or while utilizing hospitality goods and services were documented. It goes without saying that some hostile responses are derived from prior knowledge, news, online content, and false information that is frequently misrepresented by associating terrorism or violence with

Muslims, leading to a negative response against all visitors who identify as Muslims.

In addition, political discourse or law passed with Muslim travellers and beliefs in mind tends to misrepresent the majority of Muslim tourists and travellers, which eventually affects the viability and mobility of halal tourism in such a location. In this situation, international Muslim tourists' anxiety and worries about travelling to an anti-Islamic place have slightly risen in recent years. According to the Muslim Women in Travel WMIT (2019), Muslim women perceived high risks when visiting unsafe destinations, which frequently shapes decisions made by their families as a whole and has a significant impact on tourism flows.

By examining the hospitality and tourism industry in depth, one can create a comprehensive picture of the valuable contributions made by Muslims in the field of tourism. Examples of these companies include Emirates, Qatar Airways, and Turkish Airlines. Therefore, it is important to cultivate dynamic and sustainable tourism by revealing a vague aspect of halal tourism in order to understand potential future obstacles.

The Major components of Islamic tourism:

- Halal Hotels:
The following are some of the primary signs of an Islamic hotel: no gambling, alcohol, or other vices; Halal food only; the Quran, prayer mats, and arrows pointing away from Mecca in each room; beds and toilets positioned to avoid facing Mecca; prayer rooms; conservative staff attire; Islamic funding; and separate recreational areas for men and women.
- Halal Transport (Airline):
Cleanliness, non-alcoholic beverages, and publications that are in line with Islam are key indicators for halal transportation.
- Halal Food premises:
Halal food must be served in restaurants. Islamic law requires that all animals be slaughtered. Alcohol shouldn't be served anywhere on the property.
- Halal tour packages:
The tour packages' content must be based on an Islamic theme. The Islamic tour packages include excursions to mosques, Islamic landmarks, and Ramadan-related events.
- Halal Finance:
The hotel, restaurant, travel agency, and airline's financial resources must adhere to Islamic principles. In general, Islamic finance mandates that all parties involved in the financial enterprise share in the profit and loss. Interest is not allowed in Islamic finance.

Broad concepts of Islamic tourism

- Economic Concept:

The Inclusion of new tourist markets and tourist destinations is the focus of the economic concept for Islamic tourism. The most widely discussed and comprehended idea in both Islamic and non-Islamic nations is this one. Major players in the tourism industry view Muslim-majority countries as one of the most promising new tourist destinations with enormous demographic, economic, and travel potential. To discuss and elaborate on the economic aspects of the Islamic tourism market, there are numerous regional and international forums available, such as the Arab Council of Ministers of Tourism and the Islamic Conference of Tourism Ministers. By adopting the "Riyadh Declaration," which aims to simplify visa requirements, increase intra-OIC tourism investment, plan joint marketing activities, and support the revival of Islamic cultural heritage, the third meeting of the ICMT offered a fresh perspective in this area.
- Cultural Concept:

Visions and ideas that outline the inclusion of Islamic religious and cultural sites in tourism programs with "pedagogical" and confidence-boosting elements are part of the cultural concept for Islamic tourism. It aims to promote a shift in tourist destinations away from sites that are heavily influenced by "western culture" and consumerism and toward more Islamic historical, religious, and cultural sites.
- Religious Conservative concept:

Based on a conservative understanding and interpretation of Islam, the religiously conservative concept for Islamic tourism. It is possible to create new tourism options, spaces, and spheres by fusing aspects of the extremely conservative Islamic lifestyle with contemporary tourism. The incorporation of a religiously conservative concept in tourism planning as an additional option and as an insertion into the current mainstream tourism could indeed have a positive economic and social effect on a growing conservative intra-Arab and intra-Muslim tourism market.

Challenges and opportunities for Islamic tourism

Islamic tourism is a relatively new trend. Despite all the positive changes, the Islamic tourism industry is still fragmented due to differences in the definition of halal, income levels, awareness levels, geographical locations, and religious interpretations. These are some of the major barriers preventing the growth of Islamic tourism in OIC member nations. The following is a list of some of the unique issues that restrict the growth of Islamic tourism in OIC member countries and opportunities that are still open to OIC member countries for the development of the Islamic tourism market.

Challenges;

- Lack of Unified and Global standards and certification:
For the tourism sector, there are no globally unified halal standards or certification programs. In fact, there isn't an official organization that can certify hotels and travel destinations in accordance with Islamic standards at the national level in the vast majority of OIC member countries.
- Financial constraints:
Islamic tourism is a new, emerging sector of the global tourism industry that has not received enough funding. However, as more success stories emerge, perhaps investors will begin to pay more attention to this niche sector, taking into account its potential and expanding market size.
- Gender:
Due to a variety of social and cultural factors, female employment in the tourism sector is problematic in many nations with most Muslims. In some Muslim nations, women are also prohibited from traveling alone. As a result, a sizeable portion of the world's Muslim population is implicitly excluded from the Islamic tourism market.

- Differences in the influence of Islamic values and beliefs:
Regarding the comprehension and influence of Islamic values and beliefs, there are significant differences among the OIC member countries. Their tourism development policies are also indicative of these current differences. While some of the OIC's member nations are friendlier and more welcoming to visitors, others are more conservative and uninterested.

Opportunities;


- Islamic tourism potential for economic growth:
They can gain more from the Islamic tourism market given that many OIC member countries already have the necessary environment and infrastructure to cater to the needs of Muslim tourists. As a result, the growth of Islamic tourism may be essential to these nations' economic development and prosperity.
- Innovative tourism product:
For the creation of distinctive and creative tourism packages, OIC member nations can combine traditional religious and pilgrimage travel experiences with cultural and heritage-related activities. By creating Muslim-friendly cultural tour packages, there is an increasing opportunity for destinations with Islamic and heritage sites to develop and market their potential.
- Social media:
A significant communication platform for introducing, positioning, and marketing Islamic tourism brands, products, and services to a larger audience is provided by the internet and social media.

1.3 METHODOLOGICAL APPROACHES OF CULTURAL DIVERSITY MANAGEMENT IN ISLAMIC TOURISM

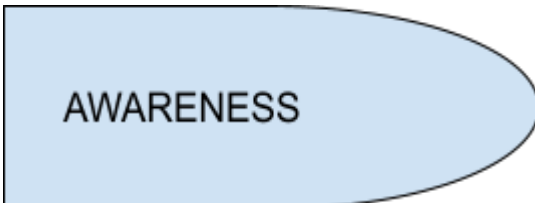
Developing diversity competence;

Two key aspects of cultural disorientation were spawned by economic development: the rise of the working class and the expansion of the service industry. Most of the workforce in the United States of America is now the first society in the world to work in the service industry. Over the subsequent few decades, the nations of the Organization for Economic Co-operation and Development (OECD) followed suit. It is asserted that cross-cultural differentiation is the cause of the growing importance of the service sector. Values related to self-expression and survival are significantly impacted by the percentage of workers in the service sector.

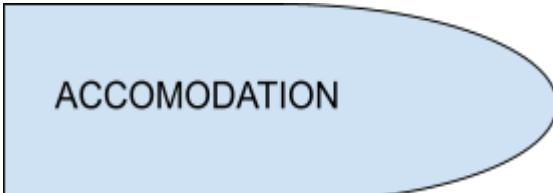
The cultural competence model can be used to illustrate how to develop diversity competence. According to this theory, competence is the end point of a continuum that starts with ethnocentrism (cultural blindness) and moves through curiosity and accommodation to competence. The following stages are explained with reference to diversity competence, which includes cultural competence as one aspect.



ETHNOCENTRICITY



AWARENESS



ACCOMODATION



PRE-COMPETENCE



COMPETENCE

STAGE 1; Ethnocentricity

Mind Adherence;

The Blindfolded Stage:

- Mindless adherence to one's own cultural rules and norms
- Lack of interest in others
- Lack of appreciation for cultural differences and uniqueness
- Committed to the one-size-fits-all approach
- Consider differences inconsequential or silly

STAGE 2; AWARENESS

Curiosity;

- New-found sense of mindfulness
- Awareness of cultural mosaic
- A genuine interest in learning about the differences
- Search for simple rules to guide behaviours

STAGE 3; ACCOMMODATION

Attempt to make adjustments;

- Sees one's own cultural norms as relative
- Awareness of the need for culturally appropriate behaviour
- Feelings of awkwardness

STAGE 4; PRE-COMPETENCE

Willingly make adjustments;

- Willing adjustment to different situations
- Developed repertoire of behaviour skills
- Demonstrates comfort in relating to other cultures
- Appears to be at home in any cultural situation

STAGE 5; COMPETENCE

In steps with nuances;

- Attuned to the nuances of intercultural interactions
- Ease in adjusting behaviour to facilitate intercultural communication
- Developed intuition of what behaviour is appropriate at a point in time

SECTION 2.

PRACTICAL ASPECTS OF CULTURAL DIVERSITY MANAGEMENT IN ISLAMIC TOURISM IN SAUDI ARABIA

2.1 ORGANIZATIONAL AND ECONOMIC CHARACTERISTICS OF SAUDI ARABIA

Tourism in Saudi Arabia:

In Saudi Arabia, 80% of people who are immigrants are actively involved in the labour force, with a significant number employed in the service industry. Geographically, Saudi Arabia occupies almost the whole Arabian Peninsula.

Types of tourism in Saudi Arabia and its tourist site/attraction;

- **Religious Tourism:**

Tourism in Saudi Arabia largely leans towards religious tourism. During the month of Dhu al-Hijjah in Hajj, Mecca receives over three million pilgrims a year, and in the month of Ramadan, over two million people perform Umrah. Around four million people during the rest of the year are received at Mecca to perform Umrah. Only Muslims are permitted in Mecca. The Hajj, or pilgrimage to the city is one of the five pillars of Islam.



Image 1.1 (Muslim Pilgrims in Mecca)

Image 1.1 show Muslims performing Hajj. Hajj is an annual Islamic pilgrimage to Mecca, Saudi Arabia (A.K.A The holiest city for Muslims). The Hajj is a religious duty that is Mandatory and must be carried out at least once in the lifetime of a Muslim.

- **Sustainable Tourism:**

There are approximately five UNESCO World Heritage Sites in Saudi Arabia. They are as follows;

- **HISTORIC JEDDAH**

Jeddah has served as a gate way for millions of Pilgrims arriving to Saudi Arabia. Jeda was also a major port for Indian Ocean trade routes and channeling goods to Mecca.



Image 1.2 (Jeddah, Saudi Arabia)

Jeddah Islamic Port, on the Red Sea is the thirty-sixth largest seaport in the world and the second busiest and second largest seaport in the Middle East.

- ROCK ART IN THE HAIL REGION



Image 1.3 (Rock art in Hail Region)

Centuries ago, an ancient population left traces of their lives in carvings on stone. There are various images on the rock depicting the existence and lives of people, it includes carvings of Humans and Animals. It is said to have 10,000 years of history around its walls.

- AT-TURAIIF DISTRICT IN AD-DIR'YAH



Image 1.4 (At-turaif district in Ad-Dir'iyah)

The At-Turaif district in Ad-Dir'iyah was the first capital of the Saudi dynasty from 1744 - 1818. It is located in the heart of the Arabian Peninsula. It was discovered in the 15th century, and it showcases the Najdi architectural style.

- MADA'IN SALIH

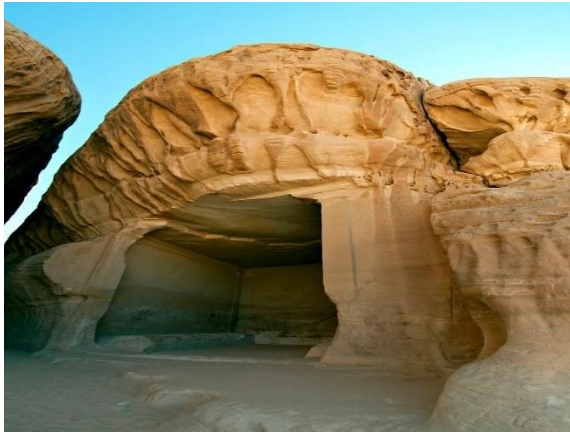


Image 1.5 (Mada'in Salih in Hegra)

This was Saudi's first World Heritage Site. UNESCO proclaimed it a site of patrimony in 2008. It was chosen for its outstanding and well-preserved remains of late antiquity. It housed 131 monumental rock-cut tombs with its ornamented façade of the Nabataean Kingdom.

- AL-AHSA OASIS



Image 1.6 (Al-Ahsa Oasis)

In 2018, Al-Ahsa oasis was named a world heritage site. It is a serial property that encompasses gardens, Canals, springs, wells, and a drainage lake, as well as historical buildings and archaeological sites.

- **Leisure Tourism:**

Islamic tourism is not purely motivated by religion; it also includes participants pursuing similar leisure experiences to non-Muslims, within the parameters set by Islam. Destinations are therefore not necessarily locations where Shari'a or full Islamic law is enforced.

According to Wikipedia, on 'tourism in Saudi Arabia'; 'The Kingdom of Saudi Arabia signed Argentine professional footballer and Paris Saint-Germain forward, Lionel Messi, as its tourism ambassador in May 2022. Messi was signed by Saudi Arabia as its ambassador during a trip he made to the country's port city of Jeddah, along the Red Sea. Saudi's Minister of Tourism, Ahmed Al Khateeb officially announced the signing in a tweet indicating the footballer's future visits to Saudi for promoting its tourism.

US \$1 trillion has been invested towards developing Saudi Arabia's tourism economy, and till date this has been implemented for the leisure sector. There are several big projects coming online by 2030 worth a total of over US \$500 billion.

In 2019. There were 45 million tourists visiting and 18 million were for leisure purposes. Sports and entertainment are a significant contributor to this form of tourism.

This includes a weekend music festival, a visit to a UNESCO world heritage site at Al'Ula, a walking tour of a city, catching the F1 Grand Prix, or simply a vacation or staycation at a beach resort. A weekend in Aseer and the Arabian Highlands would count as well, as would a day playing golf at one of the championship golf courses being built along the shores of the Red Sea, or a day spent at the world's largest Six Flags Amusement Park in Qiddiya.

The economy of Saudi Arabia

The Middle East's and the world's largest economy, respectively, is that of Saudi Arabia. Saudi Arabia, one of the largest economies in the world and a permanent founding member of OPEC, is also a participant in the G20 forum. According to reports, Saudi Arabia has the third-most valuable natural resource reserves in the world, primarily in the form of gas and oil. The second-largest proven petroleum reserves and the fourth-largest measured natural gas reserves both belong to the kingdom. Saudi Arabia is currently the largest petroleum exporter in the world, which causes Western media to occasionally refer to it as a "Petro State." Other significant sectors of the economy include chemical production from oil reserves and refineries, much of which is vertically integrated within the state-owned company Saudi Aramco.

Saudi Arabia's economy runs like a petrostate, and the nation is a major player in OPEC. The Saudi government introduced its Saudi Vision 2030 program in 2016 in an effort to wean the country off oil and diversify its economic base. The Saudi Arabian budget saw its first surplus since 2016 in the first quarter of 2019. This \$10.10 billion surplus was made possible by an increase in oil and non-oil revenue.

Saudi Arabia is the world's top oil exporter and the second-largest oil producer, and its oil reserves are the second-largest in the world (behind Brazilian-Venezuelan Oil Reserves). According to data provided by the Saudi government, proven reserves are estimated to be 260 billion barrels (41 km³), or roughly one-fourth of the total world oil reserves. In comparison to other locations, Saudi Arabia has abundant petroleum that is also under pressure and located close to the earth's surface, making extraction less expensive and more profitable. 90% of Saudi Arabia's export revenue, 87% of the country's budget, and 42% of its GDP are all derived from the oil and gas industry. Saudi Aramco, a state-owned company, oversees the majority of Saudi Arabia's oil reserves and production.

The private sector accounts for another 40% of the GDP. According to estimates from 2013, 7.5 million foreigners legally employed in Saudi Arabia contribute significantly to the growth of the country's economy, particularly in the oil and service industries. For many years, the government has supported the

expansion of the private sector in order to reduce the dependence of the kingdom on oil and to increase employment opportunities for the expanding Saudi population. In recent decades, the government began to forbid participation from the private sector and foreign investors in industries like telecom and power generation and joined the World Trade Organization. High oil prices during the majority of the 2000s allowed the government to post budget surpluses, increase spending on the job training and education, and develop infrastructure.

The Saudi economy has been characterized as having an absolute monarchy, a sizable state sector, and a supply of welfare benefits.

A strange (at least to outsiders) fusion of a political patronage system and a feudal fealty system. Saudis navigate life by manipulating personal privileges, favours, obligations, and connections at every level and in every domain. Similarly, the government bureaucracy is a maze of overlapping or competing for power centres, supported by various royal princes, each of whom has their own priorities, agendas, and dependents.

The real gross domestic product and income of Saudi Arabia are greatly influenced by the price of oil.

DIVERSIFICATION AND DEVELOPMENT PLAN

The government has made an effort to maintain the kingdom's traditional Islamic values and customs while allocating petroleum income to develop the country's still-relatively underdeveloped oil-based economy into a modern industrial state. The economy has advanced quickly, despite the fact that economic planners have not entirely met their objectives. The majority of Saudis now live with higher standards thanks to oil wealth. However, rapid population growth has made it more difficult for the government to fund further raises in the nation's living standards. Although there is still a significant reliance on petroleum revenue, industry and agriculture now make up a larger portion of the economy. The main barrier to economic diversification and development continues to be the mismatch between Saudi graduates' job skills and the demands of the private job market at all levels; the country employs about 4.6 million non-Saudis.

As part of its initial five-year development plan, Saudi Arabia started diversifying its economy in the 1970s in an effort to lessen its reliance on oil. The development of fundamental petrochemical industries using petroleum byproducts as feedstock. Al-Jubail on the Persian Gulf and Yanbu on the Red Sea both have developed into fishing communities. Their impact on Saudi Arabia's economic performance has been minimal, though.

The 1970s' first two Saudi Arabian development plans placed a strong emphasis on infrastructure. Impressive results included a tripling of the length of paved roads overall, a 28-fold increase in power production, and a tenfold increase in seaport capacity. With the third plan (1980–1985), the focus shifted. Spending on social services, health care, and education all saw significant increases while infrastructure spending fell. The primary industry's share did not increase as anticipated, but the two industrial cities of Jubail and Yanbu, which were constructed around the use of the nation's oil and gas to produce steel, petrochemicals, fertilizer, and refined oil products, were largely finished.

The nation's fundamental infrastructure was considered to be largely finished in the fourth plan (1985–1990), but issues with education and training persisted. Foreign investment in the form of joint ventures with Saudi public and private companies was welcomed, and private enterprise was encouraged.

By 1987, the private sector's share of the non-oil GDP had increased to 70%. Private investment increased in industry, agriculture, banking, and construction firms while remaining largely concentrated in trade and commerce. The government provided generous financing and incentive programs to support these private investments. The majority of joint venture enterprises were to be owned 70% to 90% by the private sector.

The fifth plan (1990–1995) placed a strong emphasis on strengthening the nation's defenses, better and more effective government social services, regional development, and, most importantly, increasing Saudis' access to private-sector jobs by limiting the number of foreign workers.

The sixth plan (1996-2000) aimed to increase educational training programs while lowering the cost of government services without reducing them. The plan called for diversifying economic activity, particularly in the private sector, with a focus on industry and agriculture, in order to lessen the kingdom's dependence on the petroleum sector. It also kept up the fight against "Saudizing" the workforce.

More emphasis is placed on economic diversification and a bigger role for the private sector in the Saudi economy in the seventh plan (2000–2004). The government projects private sector growth of 5.04% and non-oil sector growth of 4.01% for 2000–2004, with an average GDP growth rate of 3.16% annually. Additionally, the government has a goal of generating 817,300 new jobs for Saudi citizens.

The emphasis on value-added manufacturing has led to new highs in advertising spending.

The general climate for foreign investment in Saudi Arabia improved after the country joined the World Trade Organization (WTO) in 2005 for a number of reasons, including its stable economy, the fact that it has the world's largest oil reserves, its high spending power, its good infrastructure system, reinforced finance, and a strong banking system. Since then, Saudi Arabia has been creating trade-related policies and laws as part of its commitment to the WTO. Furthermore, the recent announcement of The Saudi Vision 2030, which promises improved economic diversification, has greatly boosted foreign investment.

Mohammed bin Salman has implemented a number of changes since 2017, including raising the cost of gasoline and electricity, enacting new taxes, and shifting the hiring preference from foreign workers to Saudi nationals in order to strengthen the economy and reduce the nation's reliance on oil. The policies, according to government officials, were having a significant impact on the economy. Saudi businessmen blamed the government for a decline in sales in 2018.

Challenges

Stopping or reversing the per capita income decline, enhancing education to better prepare youth for the workforce and provide them with employment, diversifying the economy, boosting the private sector and housing construction, reducing corruption and inequality, and diversifying the economy are just a few of the challenges facing the Saudi economy. The UN Arab Human Development Report attributed the Saudi economy's reliance on foreign labour to the country's stifled social and economic development, which was hampered by a lack of personal freedom, inadequate education, government hiring practices that prioritize other considerations over merit, and the exclusion of women.

Income drops:

Despite having the second-largest petroleum reserves in the world, one estimate states that in 2001, per capita income was only \$7,000 as opposed to \$18,000 at the height of the oil boom in 1981. Due to Saudi Arabia's rapid population growth, as of 2013, its per capita income was "a fraction of that of smaller Persian Gulf neighbours," even less than Bahrain, a country with little access to petroleum.

In Saudi Arabia, the fluctuation of oil prices is the most significant factor in the growth or decline of domestic production, in contrast to the majority of developed nations where GDP growth is a function of increases in productivity and inputs like employment. According to Middle East journalist Karen House, "Saudi reserves are steadily being depleted and no material new discoveries have been found to replace them." Saudi Arabia's population increased sevenfold between 1960 and 2010, and users pay less for gasoline than they would for an equivalent amount of bottled water. Growth in population and domestic energy consumption combined with stagnant production led to a decline in per capita income unless oil prices increase to keep pace with that growth.

Demographics:

Saudi population is young. About 51% are under the age of 25 (as of Feb 2012). According to a 2013 report by the International Monetary Fund, up to 1.6 million young nationals of the Persian Gulf countries (of which Saudi Arabia is the largest) will enter the workforce from 2013 to 2018, but the economies of

those countries will have jobs in the private sector for less than half (approximately 600,000)

Education:

The Saudi government reportedly tried to increase employment in the past by requiring "companies to fill at least 30% of their positions" with Saudi citizens. Employers bemoaned the lack of skills among young locals, saying that years of rote learning and religious instruction had not adequately prepared them for the job market. However, many contend that young Saudis are unable to compete with foreigners because most businesses used to offer low pay and salaries to workers from Asia, the Indian subcontinent, and other poor Arab countries, which this cheap labour gladly accepts; In addition to having poor working conditions, culture, and environments overall, the Saudi private sector was originally designed to employ foreign workers with very low incomes rather than the medium-income and moderately educated population of Saudi Arabia. "The quota has now been dropped and replaced with a more flexible system," as a result.

Innovation:

There hasn't been much technological innovation in Saudi Arabia. In contrast to South Korea's 84,840 patents and Israel's 20,620, Saudi Arabia registered 382 patents in the US between 1977 and 2010, or less than twelve per year. But the United States Patent and Trademark Office (USPTO) awarded 664 patents to Saudi Arabia in 2017, placing it 23rd out of 92 nations. In comparison to all other Arab nations combined during the same time period, there were twice as many patents granted. Saudi Arabia wants to boost the economy by increasing technological innovation, especially with the King Abdullah University of Science and Technology.

Bureaucracy:

Karen House, a business journalist who criticized the Saudi bureaucracy, claimed that someone looking to launch a business in Saudi Arabia would have to:

must complete countless applications and documents at various levels of numerous ministries, which invariably necessitates securing favors from different patronage networks and accruing obligations along the way, most likely including the necessity of employing less-than-skilled dependents of his

patrons. Therefore, government contracts rather than private competition are the lifeblood of any business, regardless of size. As a result, there will be more obligations, favors, and clients. Unsurprisingly, there aren't many Saudi companies that can compete outside of the country's restricted market.

Corruption:

Some people estimate that the annual cost of maintaining the Royal Family is around \$10 billion USD. In a 2005 poll conducted by the Riyadh Chamber of Commerce, 77% of the businessmen asked felt they had to "bypass" the law in order to run their businesses. Businessmen claim that since then, things have only gotten worse. [130]

Saudi Arabia has come under heavy fire for failing to stop the financing of international terrorism and money laundering. Saudi Arabia "is not effectively investigating and prosecuting individuals involved in larger-scale or professional [money laundering] activity," according to a Financial Action Task Force report published on September 24, 2018, and it "is not effectively seizing the proceeds of crime."

Poverty:

Between 12.7% and 25% of Saudis are thought to live in poverty, according to estimates. As of 2013, press accounts and unofficial estimates "suggest that between 2 million and 4 million" Saudi nationals live on "less than about \$530 a month," or \$17 per day, which is regarded as the poverty line in Saudi Arabia.

The Saudi government discourages bringing up or lamenting poverty. Days after the Arab Spring uprisings, in December 2011, the Saudi interior ministry arrested journalist Feras Boqna and two other people (Hussam al-Drewesh and Khaled al-Rasheed), and held them for nearly two weeks for questioning after they posted a 10-minute video on the subject (Mal3ob 3alena, or "We are being cheated"). According to the video's creators, 70% of Saudis do not own their homes and 22% of Saudis were classified as poor in 2009. Because the Saudi government doesn't publish statistics on poverty, information on the issue is not available through UN resources. Due to the possibility of arrest, researchers prefer to remain anonymous, like Feras Boqna.

Housing:

The national homeownership rate in Saudi Arabia is 50%, which is lower than the global average of 70%. According to the most recent census data, it has increased from 30% in 2011. Analysts predicted in 2011 that 500,000 new homes would need to be built each year to keep up with the population growth in Saudi Arabia, but as of early 2014, only 300,000 to 400,000 houses were being built each year.

One issue is that there is an 18-year waiting list for loans at the government Real Estate Development Fund (REDF), which provides 81% of all loans for housing. Another is that the REDF's maximum loan is 500,000 SR (\$133,000), but the average cost of a small free-standing home in Riyadh in 2012 was 1.23 million SR (\$328,000), more than twice that amount. However, new funding options have been established to boost mortgages for both existing and new borrowers to help finance their housing plans as part of the economic reforms that the government has undertaken to improve living standards in the nation. Majed Al-Hogail, the minister of housing, announced this in August 2018.

The high cost of land is a significant factor in the high cost of housing. Due to the Saudi elite's ownership of nearly all of the land in urban areas (members of the royal family or other wealthy Saudis), who have lobbied the government for land "giveaways," the price of land has increased. Prices for property owners increased by 50% between 2011 and 2013. Since they are holding onto the land for potential development, the owner's profit from these price increases. The housing minister proposed in 2013 that landowners with vacant properties inside city limits might be subject to a tax in order to address the important "land banking" issue. There haven't been any definite plans for a tax, though.

2.2 ANALYSIS OF CULTURAL DIVERSITY MANAGEMENT IN ISLAMIC TOURISM IN SAUDI ARABIA

Saudi Arabia's tourism potential;

The SCTA has seen a significant increase in tourism due to its promotion of festivals to diversify the industry. Due to the increase in tourist arrivals, occupancy rates in hotels and apartment buildings have been steadily increasing. Hotel and apartment occupancy rates increase significantly. Room and bed occupancy rates in hotels climbed from 50.6 percent and 50.5 percent, respectively, to 64 percent and 63.6 percent. A significant increase in the number of people who live in apartments, from 45.6 percent to 58 percent, as well as in the number of beds occupied, was also seen throughout the period under review. When you look at these occupancy rates, you can see the hotel industry is on the right track.

Additionally, data on direct tourism employment (DTE) in 2018 shows that employment in the tourism and hospitality business has increased by more than double the national average. The fraction of Saudis, on the other hand, did not follow the trend. The Saudi Arabian government, and the Saudi Arabian Tourist Authority (SCTA) are concentrating their efforts on the 'Saudization' of tourism and hospitality facilities across the country.

It is a favourable sign for the growth of tourism in Saudi Arabia since it is a stable nation in an unpredictable area. Due to its position as a major oil producer, the nation can support strong economic and political ties with not just Arab and/or Muslim countries, but also with the rest of the globe (Mansfeld and Winckler, 2004).

International organizations such as the G20, the Arab League, the Organization of Petroleum Exporting Countries (OPEC), and the Organization of Islamic Cooperation (OIC) benefit from the country's participation (OIC). Strong economic and political ties are bolstered by a steady inflow of specialists and abilities worldwide. This thriving worldwide interchange is accompanied by the advancement of information technology (IT), which is nourishing a globalized and better-educated new generation (Medawar, 2014).

In addition to the country's strong economy, Saudi Arabian tourism benefits from a favourable political climate. Saudi Arabia's closeness to rising markets such as India, China, Turkey, and GCC member nations helps to ensure the country's long-term economic success. Furthermore, it offers international investors reasonable tax rules, as well as competitive fuel and energy supplies. Saudi Arabia has a range of options depending on the price of oil.

Budgetary surpluses make it possible to invest in new mega-projects. According to the literature, Saudi Arabian tourism has immense potential in the future. Several elements contribute to the realisation of this promise. These considerations may be grouped together into the following categories:

a) religious considerations:

In the last 14 centuries, Saudi Arabia has been the only place where pilgrims may do the Hajj and Umrah. It makes available to the world's Muslim population the two holiest sites of Islam, found in Mecca and Medina. The good tourist image of Saudi Arabia, particularly among first-time visitors, is bolstered by the country's religious history.



Image 2.1 (Medina city, Saudi Arabia)

b) Economical considerations:

The economy of Saudi Arabia is a member of the G20 Club and a competitive member of the global economy (Depetris Chauvin, 2010). The strength and competitiveness of the Saudi economy contribute to the growth of tourism. The abundance of natural resources on a wide landmass eases foreign direct

investment and lowers operating costs in Saudi Arabia. Not only does Saudi Arabia have significant natural resources, but so do the other GCC nations, and this fact has resulted in a regional economic boom like to that predicted by Porter's (1998) cluster development theory of regional growth. This cluster effect is not just centred on the GCC's immediate vicinity. The developed and/or rising markets of Asia (China, India, Turkey, South Korea) that are in desperate need of energy supplies are also found on Saudi Arabia's perimeter.



Image 2.2 (GCC nations)

c) The influence of politics:

During regional unrest, Saudi Arabia has always been a reliable and stable nation. It is possible to support this level of stability because of strong political ties with global policymakers. Saudi Arabia is a member of several international organizations.



Image 2.3 (Crown Prince of Saudi Arabia) Mohammed Bin Salman

d) The Factor of Human Resources:

As a result, Saudi Arabia has a youthful population, which has more access to global educational options such as universities in the United States than their parents. On the other side, Saudi Arabia is a classic expatriate destination where the best of the world's talents come together. Knowledge exchange in Saudi Arabia is eased by the mobility of ex-pats of all sorts (blue-collar and white-collar). Therefore, significant expenditures in transportation and hospitality are made possible. SCTA and MAS efforts that now underway need competent workers. The urbanization of the population supports the development of infrastructure. Years of ability in the organization of a mega-event (the Hajj) instils confidence in Saudi tourist initiatives on an ongoing basis.

Since the turn of the millennium, Saudi Arabia has paid more attention to the tourist business. SCTA and MAS handle the development and implementation of programs for the tourist sector. Substantial amounts of money are being invested in the hotel industry in major Saudi cities. Expats receive help from the knowledge transfer provided by global hospitality businesses.

According to STR Global Data (2013), there were 330,500 rooms available in 2010; this number is likely to expand to 495,000 rooms by 2015, according to the company. The expansion of Low-Cost Carriers (LCC) is also beneficial to Saudi tourism. Not only is the aviation business growing in the MENA area, but it is also expanding in domestic flights.

Saudi Arabia has a lengthy and successful record of accomplishment in the organization of large-scale sporting events. The nation hosts one of the world's most prestigious mega-events, the World Cup (Hajj). Its long-established worldwide expatriate and pilgrim visiting history also contributes to the development of a talent database and the training of cultural ambassadors for the country.

- An increase in interest in Islamic tourism
- An increasing number of Muslims throughout the world
- The construction of a high-speed rail in the United States
- The GCC's interstate railroad system

- Economic development that is sustainable in GCC countries and growing international markets
- Aviation investments, as well as the possibility of becoming a hub!
- The emergence of a prosperous middle class in Muslim nations
- Significant infrastructure expenditure
- The Saudi Arabian Riyal stays a stable currency.

The changing demographics of the world supply new chances for Islamic tourism (Henderson, 2009). There are more than 1.6 billion Muslims in the world, and their social mobility and desire for purchase are both on the increase. Their quest is tourism that caters to Islamic concerns in hotels (Dry hotel concept), restaurants (halal food and beverages), and other customized facilities in the tourist and hospitality business (Marzuki et al., 2012).

Saudi Arabia's sustained economic development presents chances for the country's tourist sector, as well as other industries. Several big initiatives will be implemented to improve tourist infrastructure in future years. Sustainable economies need a stable currency, and the Saudi Arabian Riyal has shown to be a stable currency in the last several years.

In terms of economics, the increased need for energy resources is another possibility for Saudi tourism. India and China have set up substantial trade ties with Saudi Arabia and the Gulf Cooperation Council (GCC) nations.

2.3 EVALUATING THE EFFECTIVENESS OF CULTURAL DIVERSITY MANAGEMENT IN ISLAMIC TOURISM IN SAUDI ARABIA

Difficulties facing Saudi Arabia tourism;

Visa requirements in Saudi Arabia are stringent. It is difficult to get a tourist visa for travel-related purposes. Business, Hajj, Umrah, and Visiting Friends and Relatives (VFR) are the most common reasons for obtaining a visa that may be hastened. For its part, the European Union (EU) and many nations are working on developing novel visa processing methods that will allow visitors to enter their countries more simply.

Saudi individuals may use their own automobiles for transportation because of the cheap cost of car ownership and the low cost of oil supply. While effective public transit is important for all industries, the tourist sector is particularly important.

Transport terminals (airports, marine ports, bus terminals, and railway stations) must be connected to city centres and neighbouring cities by regular and visitor-friendly transportation alternatives to be effective. These modifications may result in an increase in arrivals from independent travellers.

The infrastructure for tourism in Saudi Arabia is being created and enhanced at a fast pace. There are, however, difficulties that are not related to the property development carried out by worldwide hotel companies. Local governments and municipalities must work to enhance the service quality and standards of tourism-related businesses that support them. Stations for filling up with gasoline and other tourist-related enterprises such as retail markets and automobile parking spaces must be structured to accommodate various tourism styles. As well as supplying amenities for the elderly and handicapped guests, it is vital to find solutions for green, sustainable tourism solutions.

The ability to attract and keep qualified employees is critical to the success of the tourist business. Workplace clients are referred to as internal customers. Customer satisfaction is strongly reliant on the quality of the service provided, which is in turn heavily influenced by the quality of the workforce. Saudi Arabia is too reliant on foreign employees, as shown by the following statistics:

Being served by staff who are not Saudi might diminish the sense of authenticity that visitors have while visiting the country. Saudi Arabia need a substantial number of young generations to be educated in the tourist sector in order to have a long-term sustainable tourism economy. Many other service businesses, such as tourism, can help people out of a job.

All nations in the Middle East and North Africa (MENA) area are affected by of regional political issues. Some of the political turbulence extends back decades (Israel), while others are more recent occurrences in the area (Syria and Iraq).

Because of the country's stable government, Saudi Arabia is shielded from the direct consequences of these issues; yet any unrest in the vicinity may pose certain hazards to tourism. Another drawback that should be highlighted for Saudi Arabia's tourism is the predominance of Islamic tourism and the growth of tourism in a one-dimensional manner. Although this scenario may be improved, religious tourism will continue to be a major source of revenue for the Saudi tourist industry in the future. Innovative initiatives may result in the development of new goods and new markets.

Non-religious tourism faces the same environmental and consumption-related challenges as religious tourism. Some Islamic governments are inconsistent in their adherence to the ideals of eco-tourism. The Growth of tourism in the Muslim world sometimes stands in opposition to mainstream U.S.-led global trends.

Ecotourism literature is primarily Western-centric in that it accepts an approach deeply embedded in its cultural, economic, and political processes. Saudi Arabia is the only place in the world where 1.6 billion Muslims may complete their Hajj and Umrah obligations (Ibrahim, 1982). A Three-day conference on Tourism of Islamic Countries will be held in Tehran from March 3-5, 2007.

THE 12 ETIQUETTES OF TRAVELLING ACCORDING TO ISLAM

- **ETIQUETTE 1: Fulfill all your responsibilities before you travel.**
Before you embark on your journey, make sure that your responsibilities are completed until you return. Any outstanding debt you may owe to someone, an exceptional job at work that needs to be completed while you are away, and students who have any assignments and homework due while they are away all possibilities. It's important that parents leave enough sustenance for those under their care while they're away.
- **ETIQUETTE 2: Intent and purpose must not be blameworthy.**
The intent and purpose of your trip should not be blamed. Smoking weed is against the law when you are not travelling, so don't find any loopholes when travelling.
- **ETIQUETTE 3: Do not be extravagant in your preparation and expenses.**
We advise you not to be extravagant in your preparations. Some Travellers spend an unnecessary amount of money on new luggage, clothing, and the like for each of their travels. Quality and quantity are not the only excesses. When a medium-sized suitcase is sufficient, bring a large suitcase. You will be able to curb unnecessary shopping spree expenditures.
- **ETIQUETTE 4: Seek Blessings & Forgiveness. Bid family members Farewell.**
It may seem clichéd, but it is important to seek blessings and forgiveness from your parents, spouse, children, or those in charge of you before travelling. Blessings and prayers for those close to you are equally important.
Do not leave home unannounced even in your daily life as you may die on the way. On the day of departure, it is also important to say goodbye to your family and loved ones.

- **ETIQUETTE 5: Recite DOA for protection.**
 “If you recite ‘Bismillāh, tawakkaltu ‘ala Allāh, wa lā ḥaula wa lā quwwata illā billāh’ (In the name of Allah, I seek help from Allah, there is no strength nor means but with Allah) while leaving the house, then you will be told: ‘You are protected and saved. Satan will leave you” (Tirmidhi, Abu Dawud).

- **ETIQUETTE 6: Appoint a leader.**
 If you are travelling with a group, choose a leader from among the group. This serves to assist and function as a leader while you travel, not to detract from reaching a consensus. The Prophet reportedly said, "When three people embark on a journey, they should choose one of them as their leader," according to Abu Sa'id Al-Khudri and Abu Huraira. Abdu Dawud

- **ETIQUETTE 7: Prior Preparation.**
 To get the most out of your trip, we suggest doing some research on the locations you'll be visiting. It's a good idea to familiarize yourself with the history of the place you're visiting, as well as the cash you'll need for travel, plug adapters, and prayer times. Your travels will be less stressful as a result of everything.

- **ETIQUETTE 8: Perform 2 Raka'ah of Sunnah Musafir.**
 Before you leave the house, you are also encouraged to perform 2 raka'ah of Sunnah Musafir. At the end of it, you can recite whatever doa you wish in your own language.
 In addition, you may also recite the following: “Allahumma inni ataqorrabu bihinna ilaika fakh lifni fi ahli wa maali (O Allah! Verily I am near myself to you with these 2 rakaat of prayers. Replace it thus by watching over my family and my property)”

- **ETIQUETE 9: Be in a state of Ablution.**
 You will leave your home in a state of ablution after doing Sunnah Musafir, which is an additional benefit. There are many benefits to always being ablated, but on a more pragmatic level, starting your vacation with an already-valid ablution will make it simpler for you to

perform ablution again while traveling, especially if you have limited water.

- ETIQUETTE 10: Doa for protection when visiting a new place.
- ETIQUETTE 11: Behave and dress modestly.
Additionally, we counsel modest behaviour and attire while travelling. In addition to showing respect for the area and people you are visiting; this is also what we owe to Allah personally. Avert making comparisons and asserting that Singapore is the sole finest. Don't say that the conditions are worse, and items are more affordable where you travel. If you do this, your ability to learn will be stifled and you will never be able to broaden your horizons. Additionally, you won't recognize the variety in Allah's creations. Always keep in mind that, whether you are aware of it or not, you are an ambassador for Islam wherever you go and to whomever, you speak. Try your hardest!
- ETIQUETTE 12: Buy gifts or souvenirs.
Whenever you can, buy presents or mementoes for your loved ones, close friends, or coworkers who must cover for you at work. It serves as a kind expression of your gratitude for them.

Challenges facing Saudi Arabia's tourism

There are various challenges facing tourism in Saudi Arabia, it includes Political challenges, Environmental challenges, Economic challenges, and Tourist Related challenges.

1. Political Challenges:

Politics and individuals involved in the political process are in a position to shape and express the opinions of travellers from all over the world. Politicians not only shape and project attitudes about destinations, but they also make daily choices that have a direct impact on the travel and tourism sector. Political unrest has a detrimental effect on a nation's tourism sector, resulting in lower revenues, fewer visitors and overnight guests, and higher costs. Regional unrest in Yemen, Syria, and Iraq may destabilize a bigger region and restrict travel for tourists. Political and diplomatic connections include the application process for visas. Demand for Saudi locations is hampered by lengthy visa processing times.

2. Environmental challenges:

Heat waves and a lack of water can lead to health issues including illness. It is necessary to implement sustainable tourist practices yet doing so comes at a cost and takes time. Children, the disabled, the elderly, and travellers who are fragile face challenges due to the climate. For several Saudi Arabian tourist spots, seasonality can be seen because of the climate during the process of tourism growth. However, seasonality for religious tourism results from calendar arrangements.

3. Economic Challenges:

There are two types of economic challenges: those that are specific to the tourism sector and those that are more general. The competition with other GCC countries for the same markets (retail tourism, desert adventure tourism, MICE tourism, etc.) and the emergence of tourist sites for the GCC population are the problems associated with tourism. If the Saudization process is not properly managed, it could lead to labour shortages, the dominance of religious tourism (Hajj and

Umrah), rare and limited opportunities for tourism training and opportunities for Saudi youth, weak domestic tourism that weakens the tourism industry, spatial segregation, and an uneven distribution of infrastructure and tourist attractions. The general state of the economy may also impede tourism growth in Saudi Arabia. For instance, reliance on oil exports may present risks during changes in the price of the commodity. The use of oil as a political tool, which has the potential to undermine economic measures, is another danger.

4. Tourist-related challenges:

Religious pilgrims are a very devoted group of travellers who flock to Saudi Arabia. However, understanding shifting global traveller profiles is essential if other tourist market segments are to be attracted. Responsible tourism, ecotourism, and other visitors- and environment-friendly tourism strategies require a certain number of human resources, infrastructure, and psychological adjustment. Numerous tourist groups will be badly impacted by the limited public transportation. The rules governing non-Muslim guests must be user-friendly. Accurate, current, and reliable information and research are required in order to make wise judgments about the future of Saudi tourism.

SECTION 3

IMPROVEMENT OF CULTURAL DIVERSITY MANAGEMENT IN ISLAMIC TOURISM IN SAUDI ARABIA

3.1 Ways to overcome weaknesses of cultural diversity in Islamic tourism in Saudi Arabia

There is conflict all around us. It usually happens as a result of our differences. Everybody has a unique upbringing and fits into the culture they are in. We all come from different cultures, so how we deal with conflict varies. Differences in values frequently lead to conflict within cultures. We receive messages from a culture that shapes our perceptions, judgments, and characteristics. As a result, it has a significant impact on conflict and how we handle it. How we assign blame and accept responsibility is greatly influenced by culture.

Cultural conflict "occurs naturally during each multicultural process; enhancing shared goals and principles while respecting individual cultural differences," claims author Junhua Wang (Wang, 2018. Pg. 2, Para. 1). Wang explains why a person might act in accordance with cultural norms. Someone with a different worldview might view the norm from an entirely different perspective (Wang, 2018.). This frequently results in miscommunication between the two parties and conflict. Conflict actions vary because culture can be found among various genders, ethnicities, and religions. Conflict will be handled differently between Christians and atheists, for instance. Christians trust in a superior being.

They think that the decisions they make today will affect their future selves. As a result, they will consult the Bible to learn more about a particular conflict. Acceptance and love are supposed to guide Christians' lives. Being a part of a Christian culture requires constant search for a constructive answer. The atheist rejects the notion that there is a supreme being. They might approach conflict in a different way as a result. They might express their feelings about the conflict more clearly and may not be as forgiving.

Learning about other cultures is the best way to handle or resolve cultural conflict. Organizations operate in a variety of settings. People can interact

through this regardless of their cultural background (Wang, 2018). By enabling someone to become familiar with a particular culture before a potential conflict arises, it may also prevent cross-cultural conflicts. "The person involved in cross-cultural conflicts must be careful not to assume that the perception and values of the persons involved in the conflict are the same," the authors Abramson and Remington advise (Abramson, Remington, 2018. Pg. 18, Para. 1). Because it necessitates new thinking, this might be challenging. Reading, talking to people from different cultures, and participating in various training programs are all good ways to learn about cross-cultural conflict.

Understanding how each culture handles conflict is the best way to stop things from getting worse when it comes to understanding cultural conflict, regardless of whether it has a positive or negative outlook. Conflict can lead to either a good or bad outcome. It offers the practical lessons required to teach diversity. It is a crucial tool for creating wholesome relationships in workplaces. People frequently disagree with one another. These discrepancies result from our shared but divergent worldviews. How we resolve conflicts demonstrates how different our cultures are. There isn't just one correct culture. We have a good chance of identifying and resolving cultural conflicts if we can all come together to learn about our differences.

3.1 Rationale for the improvement program of cultural diversity management in Islamic tourism in Saudi Arabia

Saudi Arabian Culture; - Women, Youth & Foreigners

WOMEN

Although women were not allowed to operate motor vehicles until June 24, 2018, which limited their mobility, they have historically frequently held significant unofficial power in the home. Journalist Judith Miller claims "Some Saudi women ruled their homes like absolute tyrants. They decided who the family would socialize with, where the family would live, and where they would take vacations. They also decided where and when their children would get married. They gave important jobs to the husbands, sons, and family members of their friends." Saudi men have been referred to as "the most henpecked" men in the entire world by David Long, a former American diplomat who had taught in the kingdom.

Many Saudi women have excelled in their fields or attained notoriety outside the home. For instance, Dr. Salwa Al-Hazzaa, who served as the late King Fahad's personal ophthalmologist, is the head of the ophthalmology department at King Faisal Specialist Hospital in Riyadh. Although there are few jobs for women, urban middle-class and upper-class women spend a lot of time socializing with their close family and friends. For city women like us, leaving our quarters to visit other women in their quarters was the only activity outside of living communally within the extended family, Marianne Alireza wrote in National Geographic.

The average age of first marriage for Saudi females is 25 years old as of 2014, and although child marriage is still legal, it is no longer common. However, new regulations for minor marriages were approved in 2019 by members of the Saudi Shoura Council, which will make it illegal to marry off children under the age of 15 and require court approval for those under the age of 18. Dr. Hadi Al-Yami, the chairman of the Shoura Council's human rights committee, stated that the controls that had been implemented were supported by thorough research that had been presented to the body. He emphasized that the regulation, approved by the Shoura Council's Islamic Affairs Committee,

raised the marriage age to 18 and forbade it for those under the age of 15. Compared to men, women are less likely to be literate (81%) but more likely to have graduated from college (60%) than men.

Leading Islamic scholars contend that Saudi women do not enjoy the same rights as men, despite the fact that the kingdom describes the status of women as "a very noble and lofty one." Foreign sources outside of Saudi Arabia have demonstrated that gender discrimination is a serious issue and that there are no laws that make violence against women illegal. Saudi Arabia was ranked 129th out of 134 countries in the 2010 World Economic Forum Global Gender Gap Report for gender parity.

Every adult female in Saudi Arabia is required by law to have a male relative who serves as her "guardian," and who must grant her permission before she can travel, enrol in school, or work. A woman's guardian has the legal authority to make a number of significant decisions on her behalf. However, as of 2019, a new law will be implemented in this regard, allowing women over the age of 18 to travel abroad without obtaining parental consent. The law was already implemented in August 2019 and allows women over 21 to travel without a visa. At the conclusion of August 2019, the law became operative.

In legal proceedings, a woman's testimony is worth half that of a man, and in cases involving family and inheritance, a man's testimony is equivalent to two women's. Women are only allowed to have one husband while men are allowed up to four wives. Men can unilaterally divorce their wives (talaq) without needing legal justification, but a woman can only do so with her husband's permission or through the court system if her husband has harmed her. According to the Quran's interpretation of the law of inheritance, certain fixed sums of the decedent's estate must be left to the "Qu'ranic heirs," which means that the deceased's daughters will receive half of their brothers.

Wahhabi religious doctrine's strict gender segregation policy has an impact on Saudi women's lives as well. Middle-class and upper-class Saudi women who rely on domestic helpers for household chores and who have limited mobility face an obesity epidemic. The Shoura Council has asked Saudi authorities in the education ministry to take into consideration lifting the ban on girls

participating in school sports as of April 2014. (with the proviso that any sports conform to Sharia rules on dress and gender segregation, according to the official SPA news agency).

Restaurants have designated family areas that women must use in the public realm. Additionally, they must cover their hair or at least wear an abaya. Women could not drive until June 2018 (though exception prior to 2018 were usually made in rural areas). (The "religious police," also known as the mutaween, typically enforce these restrictions. Voting rights for women in municipal elections in 2015 have been promised.

YOUTH

Saudi Arabia has a high rate of population growth and a sizable portion of its population is under 30 years old, similar to many other Muslim nations of the Middle East. Various estimates of Saudi Arabia's youth population exist. Their lives and level of satisfaction will differ from those of the generation before them, according to factors like the decline in per capita income caused by the inability of oil revenue to keep up with population growth, exposure to youth lifestyles of the outside world, lack of access to quality education and employment opportunities, changes in child-rearing practices, and attitudes toward the ruling royal family.

Saudi Arabia has seen an increase in the use of hired servants to raise children in recent years. Even families with modest means typically employ servants because foreign labor is affordable and widespread. Each child may have their own servant in families with greater wealth.

However, unlike parents, servants are frequently neither Muslims nor Arabs and are subject to termination or dismissal. The ability and knowledge to "pass down by example the core Islamic values and traditions that have always formed the bedrock of Saudi society" as well as the authority to discipline those under their care, according to at least one observer (John R. Bradley), prevent them from doing either of those things.

Saudis born in the 1980s and 1990s, on the other hand, "have no memory of the impoverished Arabia prior to the oil boom and thus express almost no sense of appreciation," as opposed to their parents, who grew up during the oil boom of the 1970s and saw their standard of living rise from poverty to affluence. Furthermore, Saudis are becoming more aware of their royal rulers' extravagant and frequently non-Islamic lifestyles, which contrast sharply with both the religious aspirations of the Al Saud and their own plummeting standard of living.

Dating and attending concerts are prohibited in Saudi Arabia, and young people there are exposed to the youth cultures of the rest of the world online. But in 2017, Saudi Arabia stopped forbidding concerts. There aren't many public soccer fields. Even in malls, young men must be accompanied by a female relative in order to enter. Men are no longer required to have a female relative in order to enter shopping centres as of 2014. Youth rebellion is a bigger problem in the kingdom than in most societies because there are a lot more "restrictions and conventions against which youth can rebel" given the tendency of young people to "resent authority, reject rules, and seek to exert their independence." The king and crown prince are typically 74 years old, whereas 50–60% of Saudis are under the age of twenty, resulting in a sizable generational divide.

FOREIGNERS

Since the 1960s, a sizable number of foreigners and guest workers have been permitted entry into Saudi Arabia on work visas; as of today, this group accounts for 20–30% of the country's population. Guest workers perform a variety of jobs, from manual laborers to highly skilled professionals (employed to complete tasks Saudis cannot complete) (doing jobs Saudis "will not do"). Several sources mention a "pecking order" among employees that is determined by things like the significance of your employer and your country of origin. All sources agree that nationals from countries like Bangladesh, Yemen, and the Philippines are at the bottom, while one places workers from the Gulf oil-producing countries at the top and another places Americans there. While

there are now only about 100,000 foreign workers from Western nations, the majority of whom reside in gated communities or compounds.

The large number of expats is now viewed as "an enormous problem" that "distorts" the Saudi economy and "keeps young people out of the labor market" due to the large number of unemployed Saudis, growing population, and need for government spending but stagnant oil revenues with which to pay foreign workers.

The Saudi Labour Ministry set a "ceiling" on the number of guest workers in October 2011 of 20% of the Saudi population, necessitating a three million foreign resident reduction over several years. A campaign to "get rid of its illegal foreign workers, control the legal ones," and reduce native-born Saudi unemployment, was launched in March 2013. Between the start of the campaign and the deadline (November 4, 2013), about one million citizens of Bangladesh, India, the Philippines, Nepal, Pakistan, and Yemen departed, and authorities intend to deport another million illegal foreigners in 2014. The campaign specifically targeted Ethiopians, and thousands of them were expelled. Several human rights organizations have criticized Saudi Arabia for how it has handled the situation. Before this, Saudi Arabia occasionally refused to hire or expelled workers as a sign of its disapproval of the workers' country. Due to Yemen's support of Saddam Hussein during the Gulf War in 1990 and 1991, Saudi Arabia expelled 800,000 Yemenis. In 2013, the Bangladeshi government restricted the entry of Bangladeshis after it cracked down on the country's Islamist Jamaat-e Islami party.

Saudi Arabia built the Saudi-Yemeni border wall to stop the flow of unauthorized immigrants as well as the smuggling of drugs and weapons. The Saudi Arabian Council of Ministers passed a law in 2004 allowing Muslim expatriates of all nationalities (aside from Palestinians) who have lived in the country for ten years to apply for citizenship, with priority given to those who have degrees in various scientific fields. (The estimated 240,000 Palestinians residing in Saudi Arabia are not included due to Arab League agreement guidelines prohibiting the Arab states from granting them citizenship of another Arab state.)

Another problem is how foreign workers are treated. Human Rights Watch reports that as of 2014, there was a "worrisome trend" of foreign domestic

workers reporting "complaints of exploitation and abuse" only to receive counter-accusations of "theft, witchcraft, or adultery" from their employers. In Saudi Arabia, 41 foreign workers from a single nation, Indonesia, were facing "possible death sentences" for offences "ranging from black magic to stealing, adultery, and murder."

Saudi men were forbidden in 2014 from getting married to women from Bangladesh, Pakistan, Myanmar, or Chad.

Legacy of Slavery;

Slavery has a long history on the Arabian Peninsula, and Saudis' diverse ethnic makeup—ranging from Caucasian to African features and skin tones "from very light to very dark"—is a result of centuries of slave-to-native marriage. Since slavery was abolished in Saudi Arabia only recently (1962), many Saudis today have lived through the practice. However, some observers claim that some Saudis still exhibit "a semblance of the slave owner mentality."

LGBT Rights;

Saudi Arabia is one of ten nations where homosexuality carries the death penalty, along with fines, flogging, and prison time for first-time offenders. This punishment includes married men who have committed homosexual acts as well as any married or unmarried non-Muslim. The Saudi Supreme Court replaced the flogging penalty with jail time, fines, or both in April 2020.

Sports;

For the first time ever, Saudi Arabia's Olympic team in 2012 featured women. There were two female competitors: a judoka and a runner. Although controversial in the kingdom and "prompted some to abuse the morals" of the

athletes on social media, the inclusion came after years of exclusion that had drawn criticism on a global scale.

According to the official SPA news agency, the Shoura Council asked Saudi authorities in the education ministry to take into consideration lifting a state school ban on sports for girls with the caveat that any sports comply with Sharia rules on dress and gender segregation.

In Saudi Arabia, the majority of people are polychronic. They prioritize preserving the relationship and socialization more and are more adaptable at different times. They typically view time in a way more comprehensive way when they claim that many events can happen simultaneously. However, Americans who identify as monochronic claim they typically prefer to finish one task at a time.

3.3 Effectiveness of the improvement program of cultural diversity management in Islamic tourism in Saudi Arabia

Vision 2030 in promoting cultural diversity

A key component of Saudi Arabia's ambitious national transformation is culture, as highlighted in Vision 2030, which emphasizes how important culture is to life quality, economic growth, and Saudi Arabia's ability to rise in the world rankings. In order to strengthen Saudi Arabia's position and role in the world of culture, it is also emphasized how important it is for Saudi Arabia to increase its cultural activity by developing the domestic cultural sector.

Through a number of initiatives and mechanisms, Vision 2030 aims to strengthen the cultural eco-system and give the cultural sector the chance to reach its full potential. This is an ongoing development process that opens doors to other cultures within a shared framework of humanity and culture while exporting the Saudi culture, which is rich in longstanding traditions, history, and heritage, to other countries.

Additionally, the Saudi cultural landscape must be empowered and motivated in a way that reflects the originality of the past, builds a future that is proud of its legacy, and creates new and different opportunities for creativity and cultural expression. Vision 2030 is keen to achieve prosperity in Saudi Arabia through various cultural forms, enrich people's lifestyles, contribute to strengthening the national identity, and encourage the world's cultural dialogue.

Irrespective of the improving sector of tourism in Saudi Arabia, there is still a long way for the country to go in terms of properly managing cultural diversity with fairness and transparency. I will be outlining positive and negative case studies of cultural diversity management approach in Saudi Arabia.

NEGATIVE CASE STUDIES;

1. Exploitation & abuse of migrant workers in Saudi Arabia

One migrant worker from the Philippines described his time in Saudi Arabia as "it was like a bad dream." Another employee, who is from Bangladesh, said: "I often slept next to the road and went for extended periods of time without eating. A painful life it was. I was unable to describe that life." We have no more tears; all of our tears have dried up, a woman in a village in India who had a son executed after a covert trial said. She left the account of their son's detention and execution in Jeddah to her husband.

Unquestionably, a large number of foreigners who have worked in the kingdom in positions ranging from the lowest skilled to the highest, have returned home without having any complaints. But Saudi Arabia was a personal nightmare for the women and men who had to endure horrific and exploitative working conditions, sexual assault, and human rights violations in the criminal justice system.

By royal decree, Saudi Arabia's then-King Faisal ended slavery in 1962. Even today, more than 40 years later, migrant workers in the kingdom still experience severe forms of labor exploitation, which can occasionally reach levels akin to slavery. Deeply ingrained racial, religious, and gender discrimination further complicates their lives. This serves as the basis for unjust legal processes that result in death penalty convictions, discriminatory public policy and government regulations, and dishonorable business practices.

Most of the men and women in Saudi Arabia who are affected by these conditions are low-paid laborers from Asia, Africa, and the Middle East.

Some of their stories are given voice in this report.

It is based on data collected from migrant workers and their families living in modest homes off of dirt roads in tropical agricultural regions of

southwest India, in apartments in crowded areas of metro Manila, and in rural Bangladeshi villages. Both skilled and unskilled workers, Muslims, Hindus, and Christians, young adults making their first trips outside of their home countries, married men, and single and divorced women with dependent children are among the victims.

These individuals provided dairy product deliveries, cleaned public facilities, fixed water pipes, gathered trash, and poured concrete in Saudi Arabia. Others were butchers, barbers, carpenters, and plumbers, while some of them worked in restaurants and baked bread. Women migrants worked as housekeepers, cooks, child caretakers, beauticians, and seamstresses, among other jobs. These people, who were frequently poor and either unemployed or underemployed in their home countries, only wanted the chance to work and raise their family's standard of living.

This study is the first in-depth analysis of the range of human rights violations that foreign workers encounter in Saudi Arabia. These migrants' voices offer a glimpse into a nation whose hereditary, unelected rulers continue to favor secrecy over transparency at the expense of justice. The stories in this report demonstrate why so many migrant workers, including Muslims, deeply resent the lack of equality and due process of law in the kingdom and return to their home countries. In a significant way, this report is an indictment of Saudi authorities, including interrogators from the interior ministry and judges from the shari'a court, who act in a way that disregards the rule of law and the inherent dignity of all men and women, regardless of gender, race, or religion.

The report's findings about the mistreatment of migrant women workers at work and in Saudi prisons are among its most horrifying and troubling ones. The report also offers a close-up look at how Saudi Arabia's criminal justice system functions, as seen by migrant workers who have firsthand knowledge of serious flaws in the system. The people who describe how Saudi authorities kept them and consular officials in the dark about the executions until long after they had taken place are the relatives and friends of migrants who were beheaded in accordance with court orders. These victims' families, who have up until now been in the

dark about what happened to the bodies, were not given their loved ones' mortal remains.

2. *Women migrant workers*

Some of the Saudi male employers who raped and sexually assaulted the female employees we spoke with were still traumatized, and they were unable to describe what happened without erupting in rage or sobs. These and other women, who were used to having complete freedom of movement in their home countries, told us about locked doors and gates in Riyadh, Jeddah, Medina, and Dammam that effectively made them prisoners in the workplaces, private homes, and dormitory-style housing that labor subcontracting firms gave them. These women found it difficult or impossible to call for assistance, flee situations of exploitation and abuse, and seek legal redress due to their forced confinement and extreme isolation.

We discovered that hundreds of low-paid Asian women were forced to work twelve-hour days without food or rest and were confined to locked dormitories during their free time while they cleaned hospitals in Jeddah. Professional seamstresses from the Philippines told us that they were not allowed to leave the Medina women's dress shop where they worked 12-hour days and were not allowed to speak to customers or the Saudi owners for more than a few words.

In cities across the kingdom, many women who worked as domestic helpers claimed to put in twelve or more hours per day. The majority of them also spent their days in constant confinement, cut off from the outside world at the discretion of their private employers. One woman from the Philippines, whose Dammam employers did not give her enough food, described how she enlisted the assistance of the family's Indian driver, with whom she was not allowed to communicate. According to what she told us, she made lists of her necessities and threw them out the window for the driver. He made the purchases and "delivered" them to her by throwing the packages onto the house's roof, from which she picked them up. Another Filipina, who also worked for a family in Dammam, claimed that she spent her entire shift keeping an eye on the

house's locked front gate in anticipation of a chance to flee after her male employer sexually assaulted her in June 2003.

3. Human rights abuses in the criminal justice system

In Saudi Arabia's criminal justice system, some migrant workers received shocking treatment. It was the still-grieving families of those migrants who were executed after unfair trials that lacked any semblance of transparency that gave us the pertinent details.

Many times, the death row inmates were unaware of their death sentences, and their embassies learned of them only after the fact. An Indian diplomat claimed in a 2003 television interview that "no advance information is given to us before beheading of Indians." "Local newspapers usually provide us with information following the execution."

In the execution cases described in this report, the bodies were not given to the families, and relatives told Human Rights Watch that they had not been given any official information about where the deceased person's remains were interred in Saudi Arabia.

Unknown numbers of foreigners have received death sentences in the kingdom and are currently in the waiting phase. Their trials' specifics and the proof used to convict them are kept as closely guarded state secrets.

Saudi Arabia still disobeys the laws of both domestic and international treaties. The arrests of their citizens have not been promptly reported to consular officials. Suspects in crimes are not informed of their legal rights. Behind the cover of protracted incommunicado detention, ministry of interior interrogators brutally abuse suspects in pursuit of confessions whose veracity is, at best, tenuous. Human Rights Watch was informed by migrant workers about how they were threatened with further torture unless they signed confession statements they couldn't read. A 23-year-old Indian tailor reported being beaten for two days while being held by the police. On the third day, he was given two pages that were handwritten in Arabic and told to sign each one with his name three

times. I didn't dare to inquire as to what the papers were or what was written on them because I was so terrified, he said.

The accounts of migrants' court cases by shari'a courts show that the legal system is not in line with generally accepted standards of due process. No one we spoke with had access to legal counsel prior to their trials and no legal counsel was present when they appeared in court. One migrant worker from India told us that the judge repeatedly referred to him as a liar when he responded to questions during his trial. An employee from the Philippines who spent five years in jail before being tried for the first time related how a judge gave him 350 lashes because his interrogators had forced him to make a false confession. The judge defended this physical punishment by pointing out the falsity of the forced confession that was obtained through torture and threats. Interviews with migrant women in Riyadh's women's prison revealed that the majority of them had not been informed of their rights, were unaware of the circumstances leading to their arrest or the status of their cases, and lacked access to attorneys or other types of legal support.

METHODOLOGY

The testimonies in this report came from interviews with migrant workers who had recently returned from Saudi Arabia in Bangladesh, India, and the Philippines; some of them as recently as December 2003. Human Rights Watch was forced to conduct its research on this topic from outside Saudi Arabia due to the country's continued closure to outside human rights organizations as of the time of this writing.

For our field research, we chose Bangladesh, India, and the Philippines for a number of reasons.

First off, these three nations' migrant workers make up one of Saudi Arabia's largest expat populations. The Saudi government estimated that there were between one and five million Indians and about the same number of Bangladeshis living in the country in 2003. Over 900,000 Filipinos were living and working in the kingdom, according to information released by the Philippine government in the same year.

The workers whose accounts are included in this report include Muslims from Bangladesh, Hindus and Muslims from India, and Christians and Muslims from the Philippines. Second, these nations offered the diversity we were looking for among interviewees.

Bangladeshi immigrants had the lowest levels of education; they were typically younger, unskilled men from rural villages, and their salaries in Saudi Arabia were the lowest we could find. We conducted interviews with Indian immigrants in Kerala, a small state in India's southwest with a population of about 33 million that is situated on the Malabar coast between the Indian Ocean and the Arabian Sea. The migrants from Keralites typically completed more formal education than their Bangladeshi counterparts and held a wider variety of skilled and unskilled jobs. The most educated migrants were those from the Philippines, including some domestic workers in the kingdom who had completed their college degrees and were paid \$200 per month. The majority of

the male Filipino migrants we spoke with were skilled workers, ranging from engineers to mechanics, and they received the highest comparative salaries. We discovered surprisingly similar issues that transcend gender, ethnicity, religion, and socioeconomic boundaries despite the diversity of the migrant workers, including a pattern of human rights abuse in the kingdom's criminal justice system.

The topics covered in this report make it clear that conducting the research in Saudi Arabia would be the most beneficial for comprehensive documentation of the conditions faced by migrant workers in the country. Such research would enable us to meet with some of the thousands of migrant men and women in the kingdom's prisons and deportation facilities whose stories need to be heard and told, in addition to the value of being able to speak with officials, sponsors, and employers.

Unknown numbers of migrant workers have been given death sentences and are waiting to be executed.

They should be given the opportunity to speak with unbiased human rights investigators about their questioning and trials. Additionally, there are "safe houses" that provide shelter for abused migrants throughout the kingdom's more than thirty government labor offices where some workers can report abusive employers.

Due to our concern for their safety, should they choose to return to Saudi Arabia, as well as the security of their relatives who were employed there at the time we conducted our interviews, we have changed the names of the migrant workers we spoke with in this report. Human Rights Watch has the full names of these men and women on file. The only instances in which this rule was broken involved migrant workers who had either been executed or received death sentences. In these circumstances, their real names are given.

POSITIVE CASE STUDIES

1. Footballer Cristiano Ronaldo and the Saudi Arabian law

Unmarried people are not permitted to live together in Saudi Arabia because of the country's strict laws and cultural traditions, but this may soon change. If you're Cristiano Ronaldo, at least.

The Portuguese superstar recently moved to the Middle East for a reported €200 million a year on a two-and-a-half-year deal with the Saudi Arabian team Al-Nassr FC.

He also brought Georgina Rodriguez, a Spanish supermodel and social media influencer, with him. Will they be able to coexist in the nation is the big question on many people's minds, though.

Well, it appears that Saudi legal authorities will "turn a blind eye" to accommodate one of the greatest football players in history, letting him and his partner move into their first luxury home together. This is according to reports from Saudi legal experts.

EFE, a Spanish news organization, claims that Ronaldo's status makes a punishment extremely unlikely. The news organization also cited the opinions of two Saudi lawyers, who said that it is unlikely that the authorities will pursue any legal action against the legendary player, who has played for Manchester United, Juventus, and Real Madrid in the past.

The law still forbids cohabitation outside of marriage, but the Saudi Arabian authorities today do not intervene in this matter [in the case of foreigners].

The couple may be permitted to cohabit, but they must be mindful of and respectful of the nation's other cultural traditions and legal requirements.

In particular, laws pertaining to criminal justice, human rights, women's rights, LGBT rights, and religious freedom can be much stricter in Saudi Arabia than in Europe.

In particular, Rodriguez will need to adhere to the nation's dress regulations, which call for women to wear modest attire and cover their shoulders and knees in public.

The laws and customs may change in the future, but it's important to keep in mind that Saudi Arabia has been making efforts recently to modernize and open up to the outside world.

SAUDI ARABIA'S FORTH COMING PENIAL CODE TO PROTECT RIGHTS

Human Rights Watch said that Saudi Arabia should make sure that an upcoming penal code fully complies with global human rights standards. Although no specifics have been released, the authorities stated in February 2021 that justice reforms, including the introduction of the nation's first written penal code for discretionary crimes - crimes whose punishments are not outlined in sharia law - will take place this year.

All provisions that criminalize behavior must be defined in full. The criminal code shouldn't codify current arbitrary charges as all-encompassing, catch-all offenses that, among other rights, criminalize the freedoms of expression, association, and assembly. Additionally, Saudi Arabia ought to take advantage of this chance to completely abolish the death penalty. In order to improve the likelihood that reform initiatives will be successful, the government should stop suppressing independent civil society and critical voices.

According to Michael Page, deputy Middle East director at Human Rights Watch, "Saudi Arabia's justice system is in desperate need of a transformational change to be fair, independent, and effective, but the repressive climate in which new laws are drafted don't inspire confidence." The concern is that Saudi Arabia will legislate abusive practices that have evolved over the course of the country's protracted lack of a written penal code.

Human Rights Watch has repeatedly criticized the widespread abuses in Saudi Arabia's criminal justice system, such as prolonged detention without charge or trial, withholding of legal counsel, and the use of confessions obtained through torture as the only evidence for conviction. It is challenging to reconcile Saudi Arabia's criminal justice system with a system based on the fundamental principles of the rule of law and international human rights standards because the defendants' rights violations are so fundamental and systemic.

In order for the promised written penal code to meet international standards, Human Rights Watch has identified five essential reforms that should be

included. This is based on its prior documentation and consultation with Saudi human rights activists abroad.

1. Make sure that all sections of the penal code and other pertinent laws that punish or criminalize behavior are codified. To enable the average person to determine whether their actions would constitute a criminal offense, all elements that make up a crime and its potential punishment must be clearly identified. Additionally, the crime must be easily recognisable under international law.

Some Saudi judges have chosen to prove that a defendant had engaged in a particular act, which they then classify as a crime, rather than proving that the defendant had committed a specific crime specified in the law, in the absence of a written penal code. There is little evidence that Saudi judges seek consistency in convicting or sentencing for similar crimes, and previous court rulings do not bind Saudi judges. Existing laws contain ambiguous and overly broad provisions that have been broadly interpreted and abused, including the notoriously abusive counterterrorism law and the anti-cybercrime law. Visitors, locals, and citizens have no way of knowing precisely what behaviors are considered criminal offenses. Additionally, a person can receive multiple punishments for the same offense.

2. Do not include clauses that allow the government to arbitrarily repress and punish people for expressing their opinions in a peaceful manner, in violation of international legal obligations, or on the pretext of endangering "national security."

Numerous prominent Saudis have been detained since September 2017, three months after Mohammed bin Salman was appointed crown prince, including clerics, academics, public intellectuals, journalists, human rights activists, and proponents for women's rights. Many of them have been found guilty on vague, catchall charges, such as "supporting demonstrations," "breaking allegiance with the ruler," and "trying to distort the kingdom's reputation."

Many others were found guilty by Saudi courts on charges that are completely illegal under international law. The well-known women's rights advocate Loujain al-Hathloul was found guilty on a variety of charges entirely related to her nonviolent work for human rights in late December 2020, following a

hurried trial. Charges included providing journalists, Saudi activists abroad, diplomats, and others with information about women's rights in Saudi Arabia.

The term "national security" and the offenses that violate it should be defined in Saudi Arabia's penal code in precise terms that do not interfere with rights to free expression, association, and assembly that are recognized internationally. "Offenses" against religious figures and political figures shouldn't be classified as crimes under the penal code.

The counterterrorism law, the cybercrimes law, and other laws that allow the government to arbitrarily repress and punish people for peaceful political expression should all be amended or repealed in Saudi Arabia.

3. Avoid including clauses that violate people's rights to nondiscrimination, privacy, and bodily autonomy.

A variety of "moral crimes" that are punishable in Saudi Arabia include zina (extramarital sex), khilwa (meeting of unrelated men and women, especially alone), sorcery and witchcraft, abortion, and other acts relating to the expression of nonconforming gender identity or sexual orientation.

Criminalizing these behaviors is against international law, and the charges are frequently used in a way that is biased against women. A victim of sexual assault or human trafficking may also be charged with one of the offenses. Pregnancy, for example, is used as proof of zina offenses, and women who report rape or sexual assault may be accused of confessing to sex and subjected to prosecution. Additionally, these crimes can result in corporal punishment, such as stoning and flogging.

4. Don't include clauses that permit punishments like stoning, amputation, or flogging, or other cruel, inhumane, or degrading treatment.

People have received flogging sentences from Saudi courts for extramarital sex, drinking alcohol, and other offenses. Although rarely, if ever, carried out, sentences of stoning for adultery have been given. Although infrequently, the authorities have used and carried out sentences that included amputations for theft. Saudi Arabia made changes to the criminal justice system in April 2020, one of which was to stop flogging people for ta'zir, or discretionary crimes.

Raif Badawi, a Saudi blogger, was sentenced to 10 years in prison and 1,000 lashes in January 2015 for insulting Islam. However, the full 1,000-lash sentence was not carried out. Although Badawi was freed earlier this year, he is still subject to a travel ban.

Some clerics claim that Saudi Arabia's legal system, which is based on a strict interpretation of sharia law, allows for such punishments. Others view them as a violation of sharia law's standards for legality, proof, privacy, and strict evidentiary requirements.

The government also employs public beatings without a court order. Women who have been detained in shelters have described witnessing staff members flogging women for allegedly breaking the rules, frequently for "deviating from the straight path" or disobeying the male guardians.

To ensure that all acts of torture and cruel, inhuman, or degrading treatment are punishable by law and that punishments reflect the seriousness of such offenses, Saudi Arabia should adopt a definition of torture in line with article 1 of the Convention against Torture.

5. Abolish the use of the death penalty outright and refrain from including it as a punishment for any crime.

With one of the highest rates of executions in the world, Saudi Arabia also imposes the death penalty for nonviolent crimes like drug offenses. According to international human rights standards, the death penalty should only be applied in cases of "the most serious crimes," which are usually those that result in death, and only when the right to a fair trial is unequivocally guaranteed. Additionally, Saudi Arabia is one of a very small number of nations that execute juvenile offenders. International law forbids the execution of juvenile offenders.

Saudi authorities executed 81 men on March 12 in one of the largest recent mass executions in the country, despite pledges to reduce their use of the death penalty. It is highly unlikely that any of the men received a fair trial given the widespread and systemic abuses in Saudi Arabia's criminal justice system.

People accused of committing crimes as children can - and still do - face the death penalty when charged with such categories as "crimes against God" and "retribution crimes," despite claims made by Saudi Arabia's government Human Rights Commission in 2020 that no one in Saudi Arabia will be executed for a crime committed as a child.

In addition to being inherently and universally marred by arbitrariness, prejudice, and error, capital punishment is unique in its cruelty and finality. In all nations and in all situations, Human Rights Watch is against the death penalty. Saudi Arabia ought to completely abolish this inhumane penalty.

The Saudi Press Agency reported that the penal code is one of four draft reform bills that had been previously announced and would be introduced this year. The other three are the personal status law, which was introduced this month, the law of evidence, which was introduced on December 28, 2021, and the law governing civic transactions. The new law of evidence was deemed "legally sound" by a Saudi lawyer and activist abroad, but they cautioned that many provisions safeguarding defendants' rights had been included in earlier laws and regulations but were not effectively implemented.

The Saudi government is drafting these reform bills against the backdrop of a total closure of the country's previously limited civil society, which has rendered it impossible to monitor the state's performance or advocate for additional necessary reforms.

Without public consultation, in which people can express their opinions without worrying about being arrested, Page said that Saudi Arabia's reform initiatives would fail. Future reforms must make sure to avoid furthering existing discrimination and criminalizing liberties.

CONCLUSION & RESEARCH IMPLICATION

The current most serious issue facing Saudi Arabia's tourist sector is a lack of skilled workers with the required abilities. Saudi Arabia very recently created the idea of tourism education, and there are only a small number of schools and universities there that offer degrees and certifications. As a result, educational institutions have a great opportunity to prepare the future workforce of this expanding business.

In all of Saudi Arabia, the tourism industry will increase in the upcoming years, along with its various sub-sectors (aviation, transportation, food and beverage, hospitality, travel services management, tourist guiding, events and meetings business, etc.).

The Middle East and North Africa (MENA) area has recently gained international attention thanks to events like Expo 2020 in Dubai, United Arab Emirates, and the World Cup preparations in Qatar, which will draw thousands of visitors and promote the host nations on a global scale. Expo Dubai, the largest on-site event in the world since the epidemic with over 10 million foreign visitors, and Qatar's anticipated 1.5 million spectators for the FIFA World Cup in November serve as examples of this.

This substantial influx of visitors brought in by major sporting events or global expositions not only benefits the tourism industry in these nations directly but also provides an opportunity to showcase the economic and investment potential of by the region.

Saudi to host some of the biggest and most major international events, several nations in the area, including the United Arab Emirates, Qatar, and other nations, have undertaken massive domestic programs. In the Kingdom of Saudi Arabia, for example (KSA).

With a GDP of \$804.9 billion in 2021 and one of the highest purchasing powers per capita (\$20,110 annually), KSA is the leading economy in the MENA region. It has quickly launched significant initiatives to boost tourism, enabling it to project its potential as one of the largest hubs for leisure travel worldwide.

We must begin addressing Saudi tourism in 2019, a year in which this nation saw an increase in international visitor arrivals of 15.5 percent. As a result, the Kingdom rose to become one of the industry's most promising regional and international participants.

The declaration of the KSA's opening its borders to non-religious tourism was crucial at the degree of international acclaim it had attained since it was a significant step toward attracting more tourists from abroad for leisure, entertainment, and tourism. With these changes, nationals of more than 49 countries can now apply for a tourist visa with up to 90-day stays and multiple entries that is valid for one year.

Prior to 2019, it was necessary to travel to Saudi Arabia for very specific purposes, such as business, travel, or employment. Because the nation is home to the holiest city in Islam, Mecca, it attracts millions of Muslims who do the Hajj and Umrah pilgrimages every year in accordance with Islamic law. Aside from Muslim pilgrims, the Kingdom also permitted businesspeople and migratory labourers with a business visa or an official invitation letter to enter. Due to the revised approach implemented, previously restricted travel for tourism-related purposes is now permitted.

We must recognize that the country's opening to tourism is a part of KSA's Vision 2030, a strategic economic framework put in place to lessen the country's reliance on the oil and gas sectors. By 2030, the Kingdom hopes to have a 10% contribution to GDP from the tourist industry, making it the second-most significant sector for the national economy, only behind the energy sector.

To accomplish this, a number of campaigns have been started to draw in thousands of tourists. These campaigns have been a success over the last two years, showing accelerated results—especially in light of the COVID-19 health crisis.

These findings include the growth in travel and tourism industry revenues by 11.7 percent by the end of 2019, which places Saudi Arabia as the nation that grew the most among the Group of 20 nations with the greatest economies in the world and not just in the Middle East (G20).

In addition, the KSA hosted the G20 Tourism Ministers' meeting in October 2020 as part of its effort to become one of the major forces behind the global tourism rebound after COVID-19. The establishment of the Tourism Development Fund with an initial capital of \$4 billion was a crucial step in fostering the expansion of the entire industry and its calendar of events.

One of its initiatives for the post-COVID economic recovery includes 50 islands off the Red Sea coast will host luxury resorts, according to a building proposal. It is noteworthy that Saudi Arabia, along with nations like New Zealand, Australia, Singapore, and Iceland, was ranked as one of the nations with the lowest risk of transmitting the virus in early 2021 as a result of its effective testing and immunization facilities. Saudi Arabia has been praised for its efforts to sustain and grow tourism in the face of a pandemic due to its effectiveness in halting the spread of the disease (owing to its experience in containing MERS in 2015) as well as its investment in and expansion of new hotel projects.

With the progressive easing of the coronavirus's travel limitations, a nation is already announcing an ambitious program of international activities. These consist of sporting, cultural, and entertainment events that have drawn interest from both domestic and foreign audiences.

One of the major occasions the KSA hosted was the Formula One Grand Prix in Jeddah in December of last year. Saudi Arabia also hosted the Spanish football championship and the Dakar Rally under the umbrella of sports in Riyadh. The Diriyah Contemporary Art Biennale, the Saudi government's inaugural art show, debuted on December 11, 2021, and featured more than 60 internationally renowned artists from Saudi Arabia and other countries. In addition, Jeddah hosted the inaugural Red Sea International Film Festival and the five-month Riyadh Season, which featured gourmet experiences and sizable music festivals with more than 180,000 attendees.

Certainly, Saudi tourism is expanding significantly. The country put itself in the spotlight with the big international events held in just two years and while a pandemic was ongoing, but that's just the beginning as it will continue to develop with other upcoming events. This growth must be acknowledged.

The significance of this improvement in the industry may be seen in the fact that, with a full schedule of events, the KSA saw a 36.4 percent increase in tourism and travel revenues during the post-pandemic economic recovery. In this regard, the sector's predicted annual growth rate is 7.59 percent, reflecting the significant efforts that will be made in the upcoming years to host more events and maintain the Kingdom's significant tourism predictions, which also support the Kingdom as a hub for business and investment.

This unquestionably creates a variety of chances for Mexican enterprises in a nation whose attention and resources are concentrated on growing the tourism sector, a sector that requires a wide variety of goods, from infrastructure to food and beverage.

In the next ten years, the Kingdom plans to invest over US\$810 billion in significant tourism projects with the aim of generating 1 million jobs. This indicates that as Saudi Arabia accelerates its route toward the goals of the Kingdom's National Tourism Strategy and generally its Vision 2030, we will witness the deployment of large projects and with it a good influence on economic opportunities for Mexico and Saudi Arabia.

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ANNEXES

Annex 1-
Abstract

Annex 2-
Photos of Tourist destination

Annex 3-
Case studies

Annex 4-
References

Anex 5-
Power point presentation on thesis study