

**THE DYNAMICS OF SEASONAL EMPLOYMENT: A
PHENOMENOLOGICAL STUDY IN THE HAJJ CONTEXT**



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examination

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**INTERNATIONAL UNDERGRADUATE PROGRAM IN
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UNIVERSITAS ISLAM INDONESIA YOGYAKARTA**

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Has been approved by the content advisor

On 23 July, 2025

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Presented as Partial Fulfillment of the Requirements to Obtain Bachelor Degree in
the International Undergraduate Program in Management



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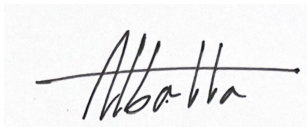
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DECLARATION OF AUTHENTICITY

Herein I declare the originality of the thesis; I have not presented anyone else's work to obtain my university degree, nor have I presented anyone else's words, ideas or expression without acknowledgement. All quotations are cited and listed in the bibliography of the thesis.

If in the future this statement is proven to be false, I am willing to accept any sanction complying with the determined regulation or its consequence.

Yogyakarta, 23 July 2025

A handwritten signature in black ink, appearing to read 'Albatta', with a horizontal line extending from the left side of the first letter.

Ramez A. M. Albatta

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All praise be to Allah SWT, who has bestowed grace and guidance, enabling the writer to prepare easily and fluently for the final assignment. Shalawat and greetings may always be given to our great Prophet, Prophet Muhammad SAW. Alhamdulillah hirabbil 'alamin, the writer can complete the research titled "The Dynamics of Seasonal Employment: A Phenomenological Study in the Hajj Context."

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ABSTRACT

This study examines the motivations, challenges, and rewards experienced by seasonal workers during the Hajj pilgrimage in Saudi Arabia. Drawing on a qualitative phenomenological methodology, data were collected from seasonal workers employed in the Hajj periods and analyzed through thematic analysis. The findings reveal that seasonal workers are motivated by both professional aspirations and profound personal or spiritual values, which drive their participation in an event of immense religious significance. However, they also face financial uncertainty, emotional strain, and lack of job security, which can negatively affect their well-being and family stability. These results suggest the need for strategies that maximize the spiritual and professional benefits of seasonal employment while minimizing its financial and emotional challenges. The study also offers useful recommendations for businesses, emphasizing the importance of understanding employees' lived experiences to enhance workplace policies, communication, training, and support systems, all of which will ultimately improve employee well-being, job satisfaction, and organizational effectiveness. By providing a comprehensive understanding of workers' actual experiences, as well as practical recommendations for employers and legislators, the study contributes to the existing body of knowledge on seasonal employment and religious holidays.

Keywords: seasonal employment, Hajj pilgrimage, worker motivation, challenges, rewards, phenomenology.

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CHAPTER I

INTRODUCTION

1.1. Company Profile

Based in Jeddah, Saudi Arabia, NatureZone is a neighbourhood private business that specialises in pest management services. The business is committed to providing ecologically friendly and efficient pest control solutions. NatureZone prioritises client satisfaction and utilises cutting-edge methods and equipment to resolve pest-related issues for both residential and commercial customers. Twelve years ago, NatureZone was founded in response to the growing need for pest control services throughout the Kingdom of Saudi Arabia, particularly in the Jeddah area. They are regarded as one of the most reliable companies in the pest control sector because of their dedication to meeting the demands of the community.

The vision is to become the leading provider of innovative and environmentally responsible pest control solutions in Saudi Arabia, particularly Jeddah and maintain a strong commitment to customer satisfaction by continually advancing methods and technologies to meet evolving client needs. The mission is to deliver effective pest management services prioritizing the health and safety of the community, implement sustainable practices, and foster a culture of continuous improvement, build long-lasting relationships with clients through reliable and professional services, and aim to be a trusted partner in ensuring a pest-free environment for all customers.

Currently, the business has a varied staff of experts dedicated to providing top-notch pest control services in different areas. The main operational centre is provided by the headquarters' advantageous location in Jeddah, Saudi Arabia. The business makes sure that its services are widely available. The business has accomplished a number of noteworthy milestones over the years, such as industry certifications and praise for its creative problem-solving and client satisfaction. These successes highlight the business's commitment to quality and its dominance in the pest management sector.

1.2. Background

The Kingdom of Saudi Arabia, a developed nation, has become a global leader in this age of advanced globalisation, undergoing tremendous expansion and development in a number of industries. This development is especially noticeable in the tourist, job market, and economic sectors. Saudi Arabia's tourist industry has grown at an unparalleled rate in 2023, securing its place as a major economic engine for the country. The sector's impressive 32% growth contributed a massive SR444.3 billion, or approximately USD 118.4 billion, to the nation's GDP, significantly improving the country's economic standing. Due to this outstanding accomplishment, the Saudi government's Vision 2030 goal of drawing 100 million tourists was accomplished seven years ahead of schedule (Arab News, 2024).

As a result, the Kingdom's economic diversification policy now relies

heavily on tourism. Job prospects have also increased dramatically as a result of the sector's quick rise; in 2023, an astounding 436,000 new positions were created, a 24% increase over the previous peak. The Kingdom has outperformed a number of international economies in terms of workforce growth. The Kingdom's National Labour Observatory reported that the male workforce grew at a strong 1.7% rate, outpacing Australia's 1.5% increase and outpacing the G20 average. But the biggest gains were in female labour participation, where Saudi Arabia had an astounding 5.5% growth rate, far higher than Australia's 2.1% and the G20 as a whole (Arab News, 2024).

These numbers highlight the Kingdom's dedication to economic diversification and gender equality, as well as its rise to prominence as a global leader in labour market development. Every year, millions of Muslims travel to Makkah to participate in the Hajj pilgrimage, one of the biggest religious events in the world. The local economy faces both special potential and challenges as a result of this enormous pilgrimage, especially in the employment market. Despite recent quota limits and the COVID-19 epidemic, which temporarily halted pilgrimage activities, the Hajj pilgrimage has continued to increase. According to the figures, there were 99.24% more Hajj pilgrims overall in 2023 than in 2022 (Saleh, 2024).

Because of this, seasonal employment has grown in importance in Saudi Arabia throughout time, particularly in Makkah, where demand for a variety of services spikes during the Hajj season. According to data, during the 2024 Hajj season, 42,853 seasonal employment permits were granted in various sectors

(Arab News Pakistan, 2024). Seasonality is a crucial aspect of the tourism business, even though it is usually eliminated from analyses of economic data. The obvious influence of tourism on seasonal job fluctuations is seen from a harmonic study of northern Michigan (Zhang et al., 2022).

The "Ajeer Al-Hajj" programme was launched by the Saudi Ministry of Human Resources and Social Development to offer temporary employment possibilities during the Hajj season. The overall goal of this project is to improve the pilgrimage experience. Those who are interested in these roles can use the "Ajeer" portal to submit their resumes. Every year, a sizable population participates in Hajj season activities in a variety of sectors in Makkah, the Holy Sites, Medina, Jeddah, and all the entry ports into the Kingdom. Establishments must get Hajj permits for seasonal workers in order to assure compliance; noncompliance will result in penalties (Kouznetsov, 2024; Ministry of Hajj Kingdom of Saudi Arabia, 2017).

The importance and ubiquity of seasonal workers during this time were brought to light by the deployment of two employees to Makkah and the subsequent investigation of business prospects. The brief increase in demand for services forces many businesses, including pest control firms, to hire more employees in order to handle the workload. These employees, who are frequently engaged temporarily, are essential to the successful operation of the pilgrimage. However, there is still a lack of research on the experiences, difficulties, and benefits of these seasonal workers in scholarly works. During this period, the writer talked to seasonal workers and other businesses, which highlighted the

need for a more thorough understanding of their experiences.

This research focuses on seasonal jobs in Makkah during the Hajj season. Furthermore, Muslim job challenges have been examined from a number of angles, including sociological analysis, the intersectionality of identities, the legal perspective, the nature of employment struggles, and coping mechanisms (Linando, 2023). When it comes to professional and workplace-related issues, the unfavorable preconceptions about Muslims also play a role. According to reports, prejudice and intolerance make it difficult for many Muslims to get employment or advance in their careers (Linando, 2022).

The goal of this research is to use a phenomenological approach to examine the lived experiences of these workers, examining both the difficulties, such as job insecurity, long hours, and the pressure of high expectations. Previous studies have observed the temporary nature of these jobs, the socioeconomic status of the workers, and the impact of this employment on their lives. In order to provide a comprehensive understanding of what it means to be a seasonal worker during the Hajj season, this study will employ thematic analysis to categorise and explain the various themes that emerge from observations and interviews. This study's ultimate objective is to contribute to the broader discussion regarding Saudi Arabia's labour dynamics.

1.3. Problem Formulation

One of the biggest yearly religious pilgrimages in the world, the Hajj brings

millions of people to Saudi Arabia and puts a tremendous strain on the country's workforce, infrastructure, and services, especially in Makkah. During the Hajj season, a large number of workers are temporarily engaged to meet the unexpected and enormous demand for basic services, including transportation, healthcare, sanitation, pest control, and hospitality. Despite being essential to the pilgrimage's seamless operation, these seasonal laborers are frequently overlooked in scholarly discussions and the formulation of public policy. Although Saudi Arabia's expanding tourist and labor sectors, especially under Vision 2030, have increased the number of seasonal job options, there is little qualitative research that examines the lived experiences of these seasonal workers.

Little is known about their motives, the difficulties they encounter (such as job uncertainty, long hours, and performance expectations), and the potential financial or personal benefits. Furthermore, there is rarely a thorough discussion of the broader effects of seasonal work on their families, personal life, and prospects for future employment. The primary issue of this study aims to solve is the dearth of sophisticated knowledge on seasonal job dynamics during the Hajj pilgrimage. In particular, there is a dearth of research on the phenomenological viewpoints of employees engaged in this type of temporary job.

1.4. Research Question

This study seeks to answer two main questions as follows:

1. What are the motivations, challenges, and rewards experienced by seasonal workers during the Hajj pilgrimage?

2. How does seasonal work during Hajj affect the lives of these workers, their families, and their employers?

1.5. Research Purpose

The purpose of this study are as follows:

1. To describe the motivations, challenges, and rewards experienced by seasonal workers during the Hajj pilgrimage.
2. To analyze the impact of seasonal work on the lives of workers, their families, and employment.

1.6. Research Benefit

This study will offer useful suggestions for businesses that depend on seasonal labor during the Hajj pilgrimage, including those in the pest control, hotel, transportation, and healthcare sectors. Businesses may improve their hiring procedures, onboarding procedures, and support systems to guarantee greater job satisfaction, enhanced performance, and sustained engagement by learning about the lived experiences of seasonal workers. Businesses may especially gain knowledge that may help them optimize temporary employment arrangements, handle employee issues, and increase productivity during periods of high demand, like the Hajj.

The results of this study may also help operations managers and HR departments create more inclusive and compassionate seasonal work plans that put the welfare of employees and service quality first. Businesses may take

proactive measures to reduce burnout and enhance the overall seasonal work experience by identifying major pain areas like lengthy work hours, ambiguous job roles, or a lack of post-employment assistance. This can therefore lead to improved operational efficacy and brand reputation, especially during globally significant religious events like the Hajj.

The theoretical contributions of this study add to the expanding corpus of research on labor dynamics in contexts of event-based employment and religious tourism. Few studies have used a phenomenological method to capture the subjective experiences of seasonal workers, despite the fact that a considerable portion of the present research focuses on the logistical difficulties or economic effects of major events like the Hajj. By providing a contextualized and grounded knowledge of seasonal labor from the perspective of people directly involved, this study closes that gap and enhances ideas about temporary employment, labor migration, and service work.

Additionally, this study might be used as a starting point for further scholarly investigations on seasonal employment in various industrial, cultural, and geographic contexts. The study creates opportunities for comparative research in areas with significant tourism, agricultural labor systems, or major festivals by shedding insight on the incentives, challenges, and benefits experienced by Makkah workers during the Hajj. This work can serve as a guide for academics creating models or frameworks that more fully explain the psychological and socioeconomic aspects of seasonal employment in different settings.

CHAPTER II

LITERATURE REVIEW

This section will provide accurate definitions for key terms such as labour migration, seasonal work, and the Hajj pilgrimage. Also in this section will discuss concepts and theories that will be used in this research. It will also look at the gig economy concept and its connection to seasonal work, the definition of the terms will be based on credible scholarly sources and reliable publications.

Seasonal employment is the temporary employment opportunities that arise during specific periods because of the increasing demand of a specific industry. In Saudi Arabia, seasonal work is especially common during the Hajj season, when millions of Muslims go to Makkah for the pilgrimage, and this will raise the demand for a variety of services like healthcare, hospitality, and transportation. This work is very essential during such peak times. This also has impact on the social and economic seasonal labour. It also allows companies to react to peak demands within the short term without having to sign long-term employment contracts (Corman & Croitoru, 2023). This study will discuss pertinent literature on Hajj seasonality of employment trends in Saudi Arabia.

2.1. Seasonal Employment

Seasonal employment has become one of the most important actors in Saudi Arabia's labor market patterns, especially when there are large occasions like the Hajj pilgrimage. Seasonal employment refers to the temporary staffing of workers

to meet increased demand for services for a brief duration of time. Seasonal employment is central in firms whose demand fluctuates significantly over the course of the year (Tilly, 1996). More employees are required during the Hajj in a variety of industries, such as pest control, hospitality, and healthcare.

The Hajj pilgrimage, one of the biggest religious gatherings in the world, has a big impact on Saudi Arabia's labor market dynamics. There is a special need for temporary labor during the Hajj season because millions of pilgrims travel to Makkah and the surrounding areas (Ramady, 2010). Strategic initiatives like the "Ajeer Al-Hajj" program, which offers seasonal employment opportunities, have been put in place by the Kingdom to manage this influx (Ministry of Hajj Kingdom of Saudi Arabia, 2017). This strengthens the findings of Andergassen, Njikamp, and Reggiani (2003), who emphasized the value of temporary workers in ensuring the smooth running of important events.

The idea of labor market segmentation offers a helpful foundation for comprehending the dynamics of seasonal work during the Hajj. According to Piore (1979), there are primary and secondary sectors of labor markets, and seasonal workers typically fall into the latter. These employees often earn less money, have less chances to grow in their careers, and have precarious jobs. Standing's research (2011), which found that workers face considerable difficulties owing to the temporary nature of seasonal employment, especially within economies heavily dependent on casual employment, validates this view.

Workers performing Hajj seasonal employment experience harsh

socioeconomic effects. De Cuyper et al. (2008) state that seasonal employment can at times undermine long-term job security and stability despite its short-term economic rewards. Workers are most likely to face challenges, such as excessive working hours, and the need to work in a high-demand environment during Hajj, this is also in line with the statement from Harvey (2011). The majority of laborers are highly motivated by the benefits of this type of labor, such as monetary compensation and the ability to view a prominent religious spectacle (Krause et al., 2012).

Seasonal workers' lives over the Hajj months are defined by the advantages and disadvantages of their jobs. Temporary labour markets tend to be bedevilled by work insecurity, excessive working hours, and pressured conditions, McDowell et al. (2012) note. These are usually outweighed by the benefits, however, that comprise monetary rewards and satisfaction at being of service during a holy gathering. Consistent with earlier work by Smith and Osborn (2015), where they emphasized the need to solicit people's everyday experiences in qualitative research, the phenomenology approach used in this study will yield a more reflective insight into people's everyday experiences.

2.2. Labour Market Segmentation Theory

Labor Market Segmentation (LMS) refers to long-run changes in the working conditions of workers that are not just due to changes in productivity. In real life, while some workers enjoy secure, stable employment with ample potential for advancement, others face uncertainty. The concept of Labor Market

Segmentation (LMS) refers to long-run changes in workers' working conditions that are not just due to changes in productivity. In actuality, this translates to some employees having safe, stable employment with great opportunity for advancement, while others are facing the insecurity of jobs, unpredictable income, and limited career opportunities (Torm & Niño-Zarazúa, 2022).

The primary and secondary labor markets are the two main components of the labor market, hypothesized in the theory of labor market segmentation. These are highly essential to the explanation of the role that seasonal Hajj workers play in the composition of the labor. Seasonal Hajj workers are likely to fall within the secondary labor market category, with low wages, little employment protection, little chance of advancement and training opportunities, and frequently insecure conditions of work. They are required during the Hajj season only, and it is not guaranteed that they will be employed in the future after the end of the Hajj season. Because the seasonal workers are assumed to be easily replaceable and have fewer institutional safeguards, this reflects underlying inequalities in the labor market. This theory also emphasizes the way differences in having access to the primary labor market, where there is greater secure, well-paying job opportunities and better legal protection, can generate discrimination or injustice. (Seo, 2021).

The labour market segmentation theory explains that there are a number of labour market segments having different sets of requirements and attributes. Hajj temporary workers find the distinction between permanent and temporary workers. The secondary labour market segment, as it is termed as lower in

remuneration, advantages, and security at work, is where temporary workers typically get employed. This segmentation is alluding to variations in work conditions and experience between seasonal and permanent employees (Wiener, 2020). The theory of labour market segmentation is pointing to structural explanations for the particular experience of seasonal workers, such as job insecurity and unequal pay.

The lives of such workers can be explored in detail through phenomenological theory, as well as how they manage the pleasures and dangers of their work in the midst of one of the highest religious crossroads of the world. Full-time government institution employees or certified agency workers, on the other hand, can benefit from official recognition, increased compensation, and employment security. This division results in an imbalance in the psychological experience of work, rank, and recognition and economic struggles (Kucharčíková et al., 2023)

CHAPTER III

METHODOLOGY

3.1. Research Design

This type of research is descriptive qualitative research, meaning the data collected is in the form of words and images, not numbers. According to Sekaran & Bougie (2020), qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. Descriptive research is a form of research aimed at describing existing phenomena, both natural and man-made. The purpose of descriptive research is to create a systematic, factual, and accurate description of the facts and characteristics of a particular population or area (Sekaran & Bougie, 2020).

3.2. Data Collection

The systematic process of collecting and quantifying information on designated variables to resolve research problems, test hypotheses, and assess outcomes is referred to as data collection. To record the variation in human experiences, perceptions, and meanings is the main objective of data collection in qualitative research, particularly in phenomenological research. In-depth interviews, a tool frequently employed in phenomenological research to examine in detail and a significant manner participants' lived experiences, serve as the main source of data for the study. Possessing a holistic picture of every seasonal worker's individual story that includes their ambitions, issues, expectations, and

reflective thoughts regarding working in the Hajj pilgrimage is the aim of conducting in-depth interviews. A key aspect of this study is that the primary data from interviews on how seasonal work influences their day-to-day life and general well-being (Lim, 2025).

Semi-structured interviews, with pre-prepared and open-ended questions, are the primary data gathering method used in this study. This way, the writer is able to stay focused on important themes but also has the freedom to pursue new issues in-depth. Casual site visits to the workplace during Hajj time will also be used to gather observational data to supplement interviews. To back up findings and confirm the credibility of the study, document analysis will be used, for example, by analyzing government-released guidelines, seasonal worker company records, and relevant legislation (Tenny et al., 2022).

The data collection instrument will mainly be an interview guide that will be used to conduct the interviews. The guide contains theme questions to obtain detailed answers on the working conditions of the participants, job satisfaction, personal sacrifices made, and perceived benefits. Questions on how seasonal work affects their future work opportunities, mental health, and family life will also be asked. With their permission, all the interviews will be tape-recorded. They will then be transcribed for comprehensive theme analysis. A comprehensive grasp of seasonal workers' experiences during the Hajj pilgrimage is ensured by the combination of these tools (Monday, 2020).

In this research, there are 15 respondents who are all working in Makkah during the Hajj period as seasonal employees and they are all from Saudi Arabia.

Because of their brief but very critical stay at one of the largest annual events on the planet, these workers were selected as the study unit. What every one of the respondents has to say provides useful information on the work dynamics of the peak period of the year by illuminating one aspect or another of their work setting, demographic character, and particular issues with which they grapple in the workplace. Through these 15 participants, the study tries to gain knowledge about the seasonal workers, their motivators, and the overall effects of their Hajj work.

The data saturation concept of qualitative research was used to establish the sample size of 15 respondents. When more interviews stop producing fresh themes or insights and the collected data starts to sound the same, data saturation has been reached. By the twelfth to fifteenth interview in the data collecting phase, it was noted that the comments started to resound with similar themes about personal reflections, problems, and motivations (Wingate & Bourdage, 2024). Therefore, it was decided that 15 participants would be adequate to achieve the study's goal of comprehending the actual experiences of seasonal laborers during the Hajj. This sample's robustness is further reinforced by the variety in gender, age, and years of service, which makes it a trustworthy representative of the larger seasonal workforce working in Makkah during this crucial time. Table 3.1 below shows the profile of study participants:

Table 3.1. Respondent Profile

No	Name	Gender	Age	Participation as SE (Years)	Background
1	FBF	Male	31	6 Years	Hospitality
2	MA	Male	31	2 Years	Hospitality/Tourism
3	YK	Male	29	3 Years	Logistics
4	SA	Male	25	1 Years	Organization

5	IF	Male	35	7 Years	Hospitality/Tourism
6	FAH	Male	30	5 Year	Healthcare
7	QAQ	Male	27	3 Years	Hospitality/Service
8	SAS	Male	29	4 Years	Education
9	YAK	Male	33	5 Years	Logistics
10	HAT	Male	25	2 Years	Volunteer/General
11	LAA	Female	38	4 Years	Hospitality
12	HAA	Female	31	1 Year	Administration
13	RAY	Female	36	3 Years	Religious Studies
14	SAM	Female	28	8 Years	Public Relations
15	NAB	Male	40	5 Years	Hospitality/Service

Based on Table 3.1, the respondent profile consists of 15 seasonal staff, 11 males and 4 females working in Makkah during the Hajj season. The respondents are between the ages of 25 to 40 years, being a young and vibrant workforce. Freshers and the old hands can be identified based on their tenure, between one to eight years. Most of the respondents with over three years of labor experience portray some level of stability and even keen desire to come back annually. Respondents' backgrounds portray Hajj work in seasons as specialized from various backgrounds.

The majority of the respondents' working areas are service and hospitality, which is imperative to provide the best services to the pilgrims. Other respondents are in organizational, logistic, and administrative roles to manage, distribute, and organize operations. Other respondents are in health, education, public relations, and religious studies, which make the physical, educational, communication, and spiritual aspects of Hajj operational. This diversity reflects the multi-disciplinary nature that is required for effective and effective Hajj conduct. This composite profile provides useful information on the nature of people keeping the Hajj season operational, as well as their qualifications and backgrounds.

3.3. Data Trustworthiness

Trustworthiness data in this study uses peer debriefing and reflexivity. Peer debriefing is one of the most important qualitative research methods used to enhance the study's credibility and trustworthiness. Peer debriefing is used in this study to enhance credibility by introducing an external perspective into the research process. Having a peer who is familiar with qualitative methods but uninvolved in the project ensures that the analysis is not limited to the writer's own assumptions or interpretations. This process allows the coding, thematic development, and conclusions to be critically examined and challenged, which minimizes the influence of bias and subjectivity. As a result, the findings become more reliable because they are grounded in rigorous scrutiny rather than solely in the writer's viewpoint.

Reflexivity, on the other hand, is essential to maintain transparency about the writer's role and potential influence on the study. By consistently reflecting on their own experiences, perspectives, and assumptions, the writer can identify and mitigate sources of bias that may affect data collection or analysis. Reflexivity ensures that the research process acknowledges how the writer's position shapes interpretations, which strengthens trustworthiness. Together with peer debriefing, reflexivity creates a balanced approach to ensure the research findings are credible, transparent, and ethically sound.

Peer debriefing in the current study was conducted through engagement of a peer who was familiar with the qualitative methods but not part of the project. The peer provided an external perspective by reviewing the coding process, interpretation of the interview findings, and the overall analytical chain of flow. Through this interaction, potential biases were confronted, and alternative explanations were considered to ensure the results were not simply due to the presuppositions of the writer. It enabled the process to not only be a means for validation but also to encourage the writer to account for and defend methodological choices, enriching the research design.

The peer debriefing process also revealed insight into potential over-sights and thematic building cohesion. For example, through the review of coding scheme on GHRM (Green Human Resource Management) implementation issues, the peer questioned the wide categorization of "organizational support" and suggested decomposing it into infrastructure and policy supports for richer analysis. Such feedback on comments led to more focused thematic coding and richness in interpretation. This recursive loop of feedback maximized the confirmability and dependability of the study findings in such a way that the interpretations provided were based on the data and not on inference (Lim, 2025).

At each phase of the research journey, reflexivity was maintained as a guiding principle to note the effect of the writer's position, values, and assumptions. The writer continued reflective note-taking, noting expectations, emotional reactions, and shifting interpretations in data collection and analysis. Being cognizant of their own environmental and ethical activism, the writer was

aware of the tendency towards biasing positive assumptions. By doing so, the writer effectively tried to remain open to participants' critical or contradictory statements.

Moreover, reflexivity was invoked over methodological decisions, such as interview question design and interpretation of ambiguous remarks. When the feasibility of green practices was questioned by one of the participants, the writer resisted the urge to defend the concept and instead probed deeper into the participant's reasoning. This was a conscious effort to prioritize participants' authentic voices over the writer's. By recording such reflexive moments, the writer helped facilitate transparency and integrity of the study, enhancing its credibility and authenticity (Jamieson et al., 2023).

3.4. Data Analysis Technique

Identification, analysis, and description of text data patterns or themes can be done through thematic analysis, which is qualitative data analysis. The method is employed quite frequently in phenomenological research and specifically for participants' lived experiences analysis. Through the use of thematic analysis, it is also possible for the writer to explore participants' accounts to some extent further and identify meanings that cannot be discerned from superficial appearances. It is appropriate for grasping Hajj seasonality's intricate dynamics since it offers a strict yet adaptable strategy for permitting both deductive (theory-led) and inductive (data-led) research (Ahmed et al., 2025).

The interview transcripts of the 15 seasonal workers who were working in Makkah during the Hajj season will be analyzed for themes under this research. In order to understand the data well, the writer will begin by familiarizing with each transcript by reading it repeatedly. The second step is the process of coming up with initial codes, where classes are given to meaningful passages of text that relate to unique topics like motivation, job satisfaction, issues, or emotional reactions. After initial coding, the writer will categorize codes into themes that are more general in an attempt to find patterns in data (Naeem et al., 2023).

The themes are subsequently analyzed and differentiated to guarantee that they are unique and sufficiently represent the dataset. Each topic will be given a specific definition and title that sums up what it represents once authorized. Lastly, the themes will be sequenced in an orderly narrative and presented in the study's results section. In addition to facilitating systematic interpretation of qualitative data, this method of analysis keeps the research rooted in the words and experiences of the participants. By using this approach, the research aims to shed light on how workers in seasonal work perceive their jobs, manage their challenges, and feel the overall socioeconomic effects of taking part in one of the world's largest religious masses (Kiger & Varpio, 2020).

CHAPTER IV

RESEARCH FINDINGS AND DISCUSSIONS

4.1. Findings

These observations disclosed that the advanced processes of religious purpose, economic needs, and social identity govern the lives of seasonal workers during the Hajj season. The majority of the respondents stated that they have a serious purpose of serving pilgrims in spite of a temporary job, long working hours, and few benefits or job security. In addition to this, the balancing of toil and pleasure is reflective of their seasonal work experience, which reflects the specific circumstances in Makkah during the Hajj. Institutional support programs and legislative changes for seasonal laborers are also recognized within this study.

As they have temporary jobs, they are vulnerable to exploitation and are not under the umbrella of traditional labour legislation. The need to adapt rapidly to busy conditions, insecure job specifications, and intermittent training was expressed as a common theme in the interviews. The stakeholders, like employers, religious leaders, and governmental organizations, should therefore come together to create standardized policies, fair rewards, and legal protection. Apart from reinforcing welfare among employees and service quality provided during the Hajj season, this would promote a more efficient and compassionate system of labour.

4.1.1. Motivations, Challenges, and Rewards Experienced by Seasonal Workers During the Hajj Pilgrimage

Motivations for being a Seasonal Worker

Motivation for seasonal workers is varied, for example, the incentives that reflect both economic and non-economic objectives in the Hajj pilgrimage. However, because the employees view their work in the journey as a means of servicing their religion or as a chance to grow spiritually, strong spiritual motivation has a lot to offer alongside financial rewards. Moreover, the experience offers chances for social and personal development, forces the staff members to interact with people from different cultures, and attain necessary problem-solving and interpersonal skills.

The following is an interview from a source relating to background and how he/she came to be a Hajj seasonal worker. The responses cumulatively suggest that most seasonal workers who take part in the Hajj possess relevant professional experience in hospitality, tourism, logistics, and event management. Their interest is not only shaped by career appropriateness but also by a profound spiritual and cultural desire to be involved in such an important religious event. Respondent FBF divulges that he has a background in hospitality management, particularly in operations and customer care. He then also says that he did end up applying for a seasonal position when he heard about the opportunity to serve pilgrims for Hajj, stating that he was really drawn to the idea of serving people in such a critical and spiritually meaningful way.

“I have a background in hospitality management, where I worked in operations and customer service. I applied for a seasonal position after learning about the chance to assist pilgrims during the Hajj because I was drawn to the thought of helping people in such a meaningful and spiritually impactful way” –(FBF)

The respondent MA reported that he was raised with high regard for cultural and religious traditions. He then also reported that after studying tourism management, he opted to work in the Hajj so that he could combine his interest in servicing others with his interest in the cultural and religious significance of the pilgrimage.

“I always held religious and cultural customs in the highest regard when I was growing up. I chose to work during the Hajj after studying tourist management in order to combine my love of helping people with my curiosity in the pilgrimage's cultural importance” (MA)

Respondent YK described that his logistical background formed his interest in planning and coordinating the Hajj season. He then further described that he also came in seasonally to observe firsthand the issues of such a dynamic operation and apply his logistical training in a non-traditional environment.

“My experience in logistics piqued my interest in the planning and coordination required for the Hajj. I started working as a seasonal employee to experience the special difficulties of working in such a dynamic atmosphere and to put my skills to use in a new setting” (YK)

Respondent SA explained that prior experience in event management gave him a good foundation in planning operations. He further explained that he was also motivated to become a part of the Hajj workforce to ensure the smooth running of such a gargantuan event and give the pilgrims a good experience.

“My work experience in event organising has given me a strong foundation in an organisation. I chose to join the Hajj crew in order to help with such a big event and make sure the pilgrims have a flawless experience”(SA)

The respondent, IF, deposed that he has worked throughout his life in the travel and tourism sector. He also deposed that he used to consider the Hajj season a special opportunity to serve the global Muslim community while working on both professional and religious significance.

“My career has always been in the travel and tourism sector. I saw the potential to serve the global Muslim community while doing meaningful work when I learned that seasonal workers were needed for the Hajj”(IF)

An interview with a source about whether you have experience working as a seasonal worker for the Hajj is provided below. These responses reflect that the participants have varying lengths of experience, ranging from two to five years, in Hajj seasonal employment. Their insights emphasize not only professional development but also a deepening emotional and spiritual connection to the work they perform each year. The respondent FBF said that he has worked as a seasonal employee for the Hajj for five years. He then also said that each year has brought new challenges and experiences that have helped him grow and advance in his role.

“During my five years as a seasonal worker for the Hajj, I have encountered new challenges and experiences every year that have allowed me to advance in my position”(FBF)

The respondent MA, stated that he had been a seasonal Hajj worker for the last three years. He then further explained that during that time, he had learned much about the duties and logistics of assisting the pilgrims.

“I’ve been a seasonal worker for the Hajj for three years, and during that time I’ve learned a lot about the duties and logistics of helping the pilgrims”(MA)

The respondent YK mentioned that he had worked as a seasonal Hajj worker for four years. He then also said that with the passing of time every year, he had felt more connected to pilgrims and the spirituality of the occasion.

“During my four years as a seasonal worker for the Hajj, I have grown closer to the pilgrims and the event's sacredness each year”(YK)

The respondent SA mentioned that he started working at Hajj five years ago and had been developing personally through work ever since. He then continued to say that it had been a fulfilling experience of service and enhancement, year after year. The respondent SA also mentioned that he had been working as a seasonal employee for Hajj for the past two years. He then also commented that he had thoroughly enjoyed every moment of being a part of such a significant and meaningful occasion.

“It has been a rewarding path of service and progress every year since I began working during Hajj five years ago”

“For the past two years, I have been a seasonal employee for the Hajj, and I have loved every second of helping with such a significant and meaningful event”(SA)

What follows is an interview with a source on what motivated you to work

in this position as a Hajj seasonal worker. In the words of respondent FBF, he accepted the work as a seasonal Hajj worker due to the fact that he was interested in working in a big religious congregation. He later also added that his motive was to help ensure pilgrims had a smooth and error-free experience in their spiritual pilgrimage.

“I chose this position as a seasonal Hajj worker because I wanted to support such a big religious occasion and make sure the pilgrims had a seamless experience”(FBF)

The respondent MA described that the desire to work as a seasonal worker was fueled by his passion for hospitality and service. He went on to say that his deep respect for the religious and cultural significance of Hajj, as well as a personal interest in serving individuals during this sacred pilgrimage, led him to seek the position.

“My desire to help people on this holy pilgrimage and my love of hospitality and service, as well as my appreciation for the Hajj's cultural and religious significance, led me to serve as a seasonal employee”(MA)

Respondent YK explained that he was motivated to accept the work since it enabled him to assist millions of pilgrims in fulfilling their religious duties. He then continued to explain that participating in such a significant moment in their lives had given him a very good feeling of purpose.

“My motivation for accepting this position as a seasonal Hajj worker was the chance to assist millions of pilgrims in carrying out their religious obligations during one of the most significant occasions of their life”(YK)

The respondent SA stated that he selected this work as his career because he was always interested in dealing with events on a grand scale. He further replied that Hajj presented a unique opportunity to merge his expertise in services with his immense respect and regard for Islam.

“I picked this position because I’ve always been interested in big events and because Hajj offers a special opportunity to combine my service talents with my profound reverence for Islam”(SA)

Respondent IF described that he was drawn to this work because he wanted to work in an environment that was spiritually and culturally meaningful. He then continues further by adding that he was also driven by the fact that he wanted to serve pilgrims and make their Hajj as easy and convenient as possible.

“I picked this position because I wanted to work in a setting that was both culturally and spiritually rich while helping pilgrims make the Hajj journey as comfortable and easy as possible”(IF)

These responses showed that the motivations for choosing to be a seasonal worker at Hajj are both professional and deeply personal. For many, the ability to serve in a spiritually significant setting while applying their service-related skill set is a strong and enriching incentive to be involved in this sacred event. These interview responses collectively indicate that Hajj seasonal workers are entrusted with a very broad range of critical tasks, from personal support and ritual guidance to logistics management, emergency services, and crowd control. They are instrumental in enabling millions of pilgrims to complete their spiritual obligations with safety, comfort, and dignity.

A respondent’s interview describes the common work and role during the

Hajj season as follows. Respondent FBF described that his role during the Hajj season was to aid pilgrims in their daily requirements, assist them in the rituals, give them protection, and arrange logistics such as accommodation and transportation. He then continued to describe that his work involved direct interaction with pilgrims to facilitate their spiritual journey with more ease and safety.

“My duties throughout the Hajj season include aiding pilgrims with their everyday necessities, supporting them with the rituals, making sure they are safe, and working with logistics like lodging and transportation”(FBF)

The respondent MA described his standard responsibilities as helping pilgrims, guiding them through the various Hajj rites, ensuring that they are properly equipped, and resolving any logistical problems that arise. He further explained to describe flexibility and vigilance are key in addressing problems expeditiously and making the experience as smooth as possible for the pilgrims.

“Supporting pilgrims, guiding them through the many Hajj ceremonies, making sure they have the tools they need, and helping with any logistical issues that come up over the season are the usual tasks I perform”(MA)

Respondent YK stated that he was responsible for checking in pilgrims into their accommodations, ensuring they were provided with facilities, and supporting them throughout the religious rites. He also said that another aspect of his role is fulfilling any demands or issues pilgrims might have, offering technical and emotional support.

“I'm in charge of helping pilgrims check into their lodging, making

sure they have access to the amenities they need, supporting them with the various rites, and attending to any needs or problems they may have while on pilgrimage”(YK)

The respondent SA described his job as a seasonal worker in logistics management, guiding pilgrims throughout the Hajj rituals, rendering help in case of emergencies, and maintaining pilgrims' comfort and safety. He also said that to react swiftly and composedly in situations of high stress is also a key part of his responsibility.

“I assist with logistics management, lead pilgrims through the numerous Hajj ceremonies, provide assistance in an emergency, and guarantee the pilgrims' general comfort and safety during their journey as a seasonal worker”(SA)

The respondent IF explained that his duties involved helping with crowd management, providing guidance to pilgrims, taking care of their transport and accommodation requirements, and providing assistance at each step of their journey. He also stated that his first concern is to make sure the pilgrims get timely assistance so they can concentrate on their ibaadah without undue distractions.

“My responsibilities include assisting with crowd control, giving pilgrims instructions, attending to their lodging and transportation requirements, and ensuring they have the support they require at every point of the journey”(IF)

This is a respondent interview with responses on what skills the profession is believed to possess. Respondent FBF discusses that effective communication skills are essential to his role as a pilgrim guide and assistant. He then also states

organisational skills as being necessary in order to deal with logistics efficiently and have everything ready for the Hajj season.

“Being able to communicate well is essential to my job as a pilgrim guide and helper. Organisational abilities are also necessary for handling logistics and making sure everything goes without a hitch during the Hajj season”(FBF)

Respondent MA believed that a good understanding of Hajj customs and the ability to communicate well with people from all backgrounds were crucial. He then believed that patience and good problem-solving skills were paramount in addressing the myriad of unexpected issues that arose during the pilgrimage.

“Both a thorough knowledge of the Hajj customs and the capacity to interact effectively with individuals from a variety of backgrounds are necessary. When dealing with different obstacles that come up, patience and problem-solving abilities are also crucial”(MA)

Respondent YK added that one needs good customer service skills to be able to offer pilgrims the help that they need. He then proceeded to add that it was also crucial to be flexible and calm under pressure, especially when working with tight timetables and large numbers of people.

“My job requires me to have strong customer service abilities in order to make sure pilgrims get the assistance they require. It's also critical to be flexible and composed under pressure, particularly while navigating busy schedules and sizable crowds”(YK)

Good organisational skills and the ability to multitask are absolute necessities in his line of work, states respondent SA. He then also stated that having a clear understanding of the Hajj process and being able to deal with

people from different cultural backgrounds are equally vital.

“In my position, having strong organisational abilities and the capacity to multitask are critical. Additionally, having a solid grasp of the Hajj procedure and the capacity to communicate with individuals from many cultural backgrounds are essential”(SA)

Respondent IF explained that patience and sensitivity were necessary in order to assist pilgrims on their spiritual path. Then he also explained that strong problem-solving skills and being calm when under pressure were key to managing the problems of an event of this magnitude.

“In this position, helping travellers on their spiritual journey requires patience and sensitivity. Strong problem-solving abilities and the capacity to function well under pressure are also critical for handling the difficulties of such a big event”(IF)

From the interviews, it is evident that effective seasonal Hajj workers should have good communication skills, excellent organisational skills, empathy, cultural understanding, problem-solving skills, and emotional strength. These skills are required to cope with the challenges of the Hajj season, to ensure pilgrim satisfaction, and to continue the smooth flow of responsibilities under high-pressure situations. It can be observed through these interview responses that while most seasonal Hajj workers may not necessarily hold formal academic certificates as such for their profession, they have generally been trained and provided with specialized and practical skills. These include Hajj rituals, emergency response, safety protocols, communicative skills, and logistics management so that they are well equipped to provide safe and efficient service during the pilgrimage.

Respondent FBF is affirming that he had undergone emergency response and customer service training that is required when handling large numbers of people during the Hajj. He also affirmed that such training had helped him handle the needs of the pilgrims more effectively.

“Yes, I’ve had emergency response and customer service training, which is essential while working with big crowds during the Hajj. I now know how to better handle pilgrims’ requirements thanks to this training”(FBF)

The respondent MA explained that even though he had not undergone any official training relevant to his job, he had attended various courses on crowd management, safety protocols, and Hajj rituals. He then further explained that through these courses, he had been able to assist the pilgrims better during their pilgrimage.

“Although I haven’t taken any official training tailored to my position, I have taken part in a number of courses on crowd control, safety procedures, and Hajj rites to better support the pilgrims”(MA)

Respondent YK stated that he had no formal academic background for this position, yet his business provided training. He then also said that because of the training, he had acquired necessary communication skills, safety procedures, and logistical operations.

“Although I don’t have a formal education for this position, my business has given me training that have taught me the communication skills, safety protocols, and logistical processes I need to know”(YK)

The respondent SA said that while his formal education was not directly

related to the Hajj, he received specialized training. He subsequently added that the training involved pilgrimage logistics, emergency management, and supporting pilgrims with special needs.

“I have received specialised training on the logistics of the pilgrimage, emergency management, and helping pilgrims with various requirements, even if my schooling wasn't directly relevant to the Hajj”(SA)

“Yes, prior to beginning my position, I participated in a training programme. It concentrated on first aid, comprehending the crucial Hajj ceremonies, and crowd management—all of which are critical for my employment as a seasonal worker”(IF)

The IF respondent reported that he went through a training program before starting the work. He further reported that the training was on first aid, understanding basic Hajj rituals, and crowd control skills, all of which were vital to his work as a seasonal employee

Tabel 4.1. Summary Of The Interview Results Regarding The Motivations

No	Motivation for being of Seasonal Workers	Explanation
1	Desire to assist	Assist pilgrims in their spiritual journey
2	Passion	Passion for service, customer experience
3	Opportunity	Opportunity to develop professional skills
4	Appreciation	Appreciation to serve global Muslim community
5	Seeking growth	Seeking growth and challenge
6	Commitment	Commitment to return and serve in future

Challenges for being a Seasonal Workers

The employees still struggle with issues of excessively long and exhausting working hours, the pressure of serving millions of pilgrims in a

difficult setting, and the contractual nature of their employment, which is temporary, thereby excluding them from obtaining legal protection or long-term work privileges. Communication barriers, inadequate training, and perhaps muddled communication with supervisors or managers are some of the areas that contribute to most of employees feeling under pressure. But the benefit far outweighs the challenges, as most staff vividly describe a deep feeling of fulfillment, pride, and purpose in being able to contribute assistance to one of the globe's largest and most sincere religious festivals. Despite such chronic problems as physical fatigue, communication problems, excessive pressure, and the unpredictability of seasonal contracts many workers report a very strong feeling of pride and religious fulfillment in their part in serving such a massive religious celebration.

This built-in reward also encourages them to return again annually, demonstrating their strength and work dedication. The interviewee FBF described that his biggest problem was keeping big groups of people safe and composed, especially during busy ceremonies. He then also described that the undertaking involved a lot of pressure due to the size and the pace of the events.

“Keeping big groups of people safe and composed, particularly during busy ceremonies, is one of my biggest problems” (FBF)

Respondent YK explained that the long working days and high heat of the Hajj period can be physically exhausting. He further explained that this is especially more challenging when serving elderly or ill pilgrims.

“One of the most frequent problems with pilgrims from other nations is the language barrier, which can occasionally make communication

challenging”(MA)

The interviewee SA informed that unusual changes in the schedule or a delay in transit could potentially confuse. He then continued that in such a situation, he must respond quickly and make changes to resolve the issues appropriately.

“Especially when helping old or ill pilgrims, the Hajj season's extreme heat and extended workdays can be physically taxing”(YK)

The interviewee IF described it as being difficult to make pilgrims do the right thing while performing rituals. He then continued to describe that many pilgrims were confused or ignorant of the rites, hence complicating his work.

“Sometimes, unforeseen schedule modifications or delays in transit can lead to confusion, and I have to adjust fast to fix the issue”(SA)

The FBF respondent explained that managing personal obligations in the season of Hajj needed a lot of planning. He then further explained that he always had constant communication with his family, though briefly so, and spends quality time with loved ones beforehand to reinforce the tie.

“It might be difficult to make sure pilgrims adhere to the proper protocols during rites, particularly if they are overwhelmed or inexperienced”(IF)

It took serious preparation to attend to personal issues during Hajj season. To stay in touch, I made sure I chatted with family members from time to time, even if only for a brief moment.

“It takes significant preparation to manage personal obligations

during the Hajj season. To stay in touch, I make sure to speak with my family on a regular basis, even if it's only for a little while. I set aside time before the season to spend with loved ones, which strengthens our relationship amid my hectic workday”(FBF)

Respondent MA described how he managed the peak of Hajj season by setting definite lines between work and personal time. He went on to describe how this allowed him to maintain relationships and also protect his overall well-being through leaving time for rest and family engagement.

“I manage the hectic Hajj season by establishing distinct boundaries between business and personal time. To make sure I don't disregard my connections or general well-being, I set aside particular hours for relaxation and family communication”(MA)

The respondent YK indicated that he prepared by getting his personal life under control in advance, including setting up support systems at home. He then further said that by keeping his family apprised of his schedule, he could minimize stress and stay in balance during the season.

“I prepare for the Hajj season by organizing my personal affairs in advance. This includes setting up support systems at home and informing my family about my schedule, which helps in reducing stress and maintaining balance”(YK)

The interviewee, SA stated that tasking and work delegation every time one had an opportunity to do so is the way of maintaining a balance between life and work. He continued to also state that through focusing on the priority tasks and leaving time for resting and thinking, he was grounded and effective in his work.

“Setting priorities and assigning responsibilities to others when feasible are essential to preserving a work-life balance during the Hajj. I stay grounded and productive in my role by concentrating on my primary responsibilities and scheduling time for introspection and relaxation”(SA)

“During the Hajj season, I use technology to communicate with my family. Frequent video chats and mails ensure that I stay in touch even with my hectic job schedule”(IF)

The respondent IF reported that he employed technology to keep in contact with his family members during the Hajj period. He further mentioned that frequent video calling and messaging enabled him to feel close even with his hectic schedule at work. These answers indicate that an integrated approach of preparation involving physical training, healthy living habits, and psychological conditioning is essential in surviving the rigors of the Hajj period. Physical resilience is enhanced by continuous exercise, hydration, and diet, while psychological resistance is developed by being mindful, educated, and supported by fellow peers, thus being more resilient to endure the challenging environment of the pilgrimage.

All these reactions point to how seasonal workers systematically prepare and strategize to be able to balance their demanding working lives with family obligations. They rely on time management, communication, delegation, and technology to keep them in touch with their families while dealing with one of the most powerful religious experiences on the planet. This is an interview with someone who typically prepares individuals for the challenges of Hajj season, both physically and psychologically. The interviewee FBF disclosed that he

walked often and did gentle aerobic exercises to build up stamina for the Hajj season. He then described further how he mentally focused on mindfulness exercises and set specific goals to be calm despite the busy routine.

“I often walk and do mild aerobic workouts to increase my stamina in order to physically prepare for the Hajj season. I mentally concentrate on mindfulness exercises and make explicit goals to maintain my composure in the midst of a hectic schedule”(FBF)

MA, the respondent, said that he prepared himself by enhancing physical exercise progressively, for instance, by walking further each day. He also said he prepared mentally by educating himself about Hajj rituals and obstacles so that he could enhance confidence and reduce anxiety.

“I begin my preparation by progressively increasing the amount of physical exercise I do each day, such as going for longer walks. I mentally educate myself about the Hajj's customs and difficulties in order to boost my self-esteem and lessen my nervousness”(MA)

The responding YK mentioned that he included strength training and stretching in his workout routine to remain physically fit. He then continued to say that he meditated and reflected upon himself mentally in order to remain peaceful inwardly during difficult situations.

“Because physical preparedness is so important, I have a regimen that involves strength training and stretching. I meditate and reflect as a mental preparation to keep my inner serenity throughout the demanding days.”(YK)

Respondent SA indicated that he prepared his body by eating a balanced diet and staying well-hydrated to increase endurance. He further indicated that he

used mental techniques like visualization and positive self-talk to successfully manage stress.

“By eating a balanced diet and drinking enough of water, which promotes endurance, I make sure my body is prepared. To properly manage stress, I concentrate on visualisation exercises and positive mantras in my mind”(SA)

“In the weeks before the Hajj, I walk in congested places to mimic the physical demands. I participate in workshops and group talks to exchange experiences and coping mechanisms in my mind”(IB)

Respondent IB shared that in the weeks leading up to Hajj, he walked in populated areas to put physical pressure. He also said that he went to workshops and group discussions to share coping strategies and psych up.

Table 4.2. Summary of the Interview Results Regarding the Challenges

No	Challenges for being of Seasonal Workers	Explanation
1	Language barriers	Language barriers make communication difficult
2	Extreme heat	Extreme heat and long working hours
3	Unforeseen schedule changes	Sudden changes in work schedules
4	Transportation delays	Delays in transportation systems
5	Work Life Balance	Balancing personal and professional life

Rewards Experienced for being a Seasonal Worker

The effective pleasure from being able to undertake the Hajj, observing the dedication of millions, and assisting in making their stay safe and comfortable gives them a sense of accomplishment and makes them want to repeat the process again and again. All this blending of motivation, challenge, and reward defines the complex but deeply human experience of Hajj season work. These responses disclose that, along with work under demanding conditions, emotional fulfillment,

skill acquisition, and spiritual benefit make seasonal workers return and render service again. Pride and identity are proof of the deep personal impact of participation in the world's largest collective religious experience.

The interviewee FBF avers that the most fulfilling thing about working as a seasonal Hajj staff is to be able to serve pilgrims on one of the most important religious pilgrimages of their lives. He then goes on to say that he is also glad to the core in realizing that his contribution plays a crucial role in their life.

“The chance to help pilgrims on one of the most important spiritual journeys of their lives is the most fulfilling part of working as a seasonal Hajj worker. It gives me great delight to know that my work has contributed to their meaningful experience”(FBF)

The respondent MA stated that serving as part of a team that ensures pilgrims are comfortable and secure had provided him with deep satisfaction. He described that appreciation from the people they assisted made all the works worthwhile.

“Being a member of a team that protects pilgrims' comfort and safety brings me a lot of satisfaction. The appreciation we receive from those we help makes all of the effort worthwhile”(MA)

The respondent YK said that witnessing pilgrims from diverse cultures and backgrounds unite in faith was very inspiring. He added that being in the process that facilitated spiritual convergence was a hugely rewarding experience.

“It is incredibly motivating to see pilgrims from various cultures and backgrounds unite in solidarity. Facilitating this convergence is an incredibly fulfilling experience”(YK)

The respondent SA answered that the Hajj was an excellent opportunity to

practice his skills in a high-stress and fast-paced environment. He then continued to answer that each season strengthened his ability in flexibility, effective communication, and problem-solving.

“The opportunity to hone my abilities in a demanding, fast-paced setting is priceless. Every Hajj season improves my capacity for flexibility, good communication, and problem-solving”(SA)

Respondent IF expressed that he was lucky to be able to help in the successful conduct of the event, so massive and divine. He further claimed that knowing that his small part results in many successfully fulfilling their pilgrimage had made him feel incredibly exhilarated.

“It makes me feel proud to have helped make such a big event run well. Knowing that my little contribution helps many people have a successful pilgrimage makes me happy”(IF)

The two quotations highlight in a combined way that seasonal workers view their work as not just utilitarian but of high meaning, enhancing spiritual experiences, promoting order and security, and preserving the sanctity of the Hajj pilgrimage. The FBF respondent stated that he considered his work to be significant in enabling pilgrims to have a well-coordinated and safe Hajj experience. He also stated that by coordinating logistics and providing advice, he ensured that things ran smoothly, allowing pilgrims to focus on their spiritual development.

“I see my job as crucial to making sure pilgrims have a well-planned and secure Hajj experience. I assist in keeping things running smoothly by handling the logistics and offering direction, freeing pilgrims to concentrate on their spiritual development”(FBF)

The respondent MA described that his work was essential in facilitating things for the communication of various pilgrims. He then further described that by providing clear information and support, he had helped in creating a more diverse and loving space for all participants.

“My role is essential in helping a varied group of pilgrims communicate with one another. I help create a more welcoming and encouraging atmosphere for all participants by providing clear information and support”(MA)

The respondent YK pointed out that his function was crucial in upholding the tradition and religiousness of the Hajj pilgrimage. He further pointed out that by ensuring that the rituals were done in harmony, he assisted in upholding the religious purity of this event of great importance.

“I believe that maintaining the customs and sanctity of the Hajj trip depends heavily on my involvement. I contribute to maintaining the spiritual integrity of this important occasion by making the ceremonies run well”(YK)

SA, one of the respondents, asserted that he made a significant contribution to the pilgrims' health and well-being. He also further asserted that through coordination with doctors and the provision of timely intervention, he made the pilgrimage safer.

“I contribute significantly to the pilgrims' health and welfare as a Hajj worker. I help address health issues quickly by liaising with medical experts and offering fast support, making the pilgrimage safer”(SA)

The respondent IF, said that his contribution is pivotal to the success of the Hajj pilgrimage generally. He then went on to state that through coordinated work

with teams and authorities, he assisted in ensuring effective crowd control measures were in place, making the whole experience peaceful for all.

“I believe that my contribution is essential to the Hajj pilgrimage's overall success. I assist in putting into practice efficient crowd control techniques by working with different teams and authorities, guaranteeing a peaceful experience for everyone” (IF)

The quotes show that the respondents are not only committed to work but are significantly motivated by the meaning and spiritual impact of their work. They continue working due to personal values, learning opportunities, and a strong emotional commitment to the pilgrimage event. The respondent FBF showed that he would keep working as a seasonal Hajj worker in the future. He further proceeded to state that the experience was greatly rewarding, and helping pilgrims on their spiritual journey had made him extremely happy.

“Yes, I intend to keep working as a seasonal Hajj worker in the future. The experience is incredibly rewarding, and helping pilgrims on this important spiritual trip brings me a lot of happiness” (FBF)

The respondent MA, confirmed that he certainly planned to continue working in Hajj operations. He then also confirmed that being involved in the Hajj pilgrimage had allowed him to contribute to a good cause, and he looked forward to helping pilgrims in the next season.

“Of course. I'm able to assist a worthwhile cause by being a part of the Hajj operations, and I'm excited to take part in the next seasons to help the pilgrims” (MA)

Respondent YK stated that he will remain in his present occupation as a seasonal employee. He also stated that with each Hajj season, there was some new

experience and a learning lesson, and he valued the experience of being able to join such an event.

“I plan to stay in this position. Every Hajj season brings with it fresh experiences and educational possibilities, and I cherish the opportunity to take part in such a significant occasion”(YK)

The respondent SA said that he did envision himself carrying on working seasonally as a Hajj worker. He also asserted that he was committed to offering the best of service to pilgrims, and the work was consistent with his personal beliefs.

“Yes, I do envision myself working as a seasonal Hajj worker in the future. I am dedicated to giving the pilgrims the finest service possible, and the position fits with my personal ideals”(SA)

“Of course. The Hajj season gives me a sense of belonging and purpose, which inspires me to come back every year and put forth my best effort”(IF)

The respondent IF said that he definitely wanted to return in future Hajj seasons. He also said that the feeling of belongingness and purpose had inspired him to give his best effort each year. Table 4.3 below summarises the rewards for being seasonal workers in the Hajj pilgrimage.

Table 4.3. Summary of The Interview Results Regarding the Rewards

No	Rewards for being Seasonal Workers	Explanation
1	Sense of fulfillment	Workers feel a deep sense of pride
2	Gratitude and appreciation	Direct appreciation from pilgrims
3	Gaining skills	Gain valuable skills
4	Ensures safety and comfort	Role contributes for safety, comfort
5	Spiritual satisfaction	Spiritual meaning, personal religious fulfillment
6	Continuous personal and professional development	High-pressure environment fosters growth in personal and work life.

4.1.2. The Impact of Seasonal Work on the Lives of Workers, Their Families, and Employees

4.1.2.1 Personal Life of a Worker

Seasonal employees play a significant role in the lives of the workers and their families, and also in the business as a whole. Because of their seasonal status, employees may be offered irregular compensation, no job security in the long term, and little access to benefits such as health insurance or retirement plans. Such families can experience emotional as well as financial hardships as a result of this uncertainty, particularly if a large portion of family income is derived from seasonal jobs. Planning for housing, health care, and education for such families with unsteady incomes is difficult. Seasonal work is beneficial in the sense that it allows for flexibility and scale economies for companies during seasons of greater operational demand. But there are drawbacks, such as a high staff turnover rate, constant training requirements, and not being able to hold on to experienced workers. In summation, there are dire social and economic repercussions that necessitate further regulation and provide support systems to employers and employees alike, despite seasonal work potentially being useful in filling gaps in short-term labor needs.

The feedback shows that employment in a multicultural seasonal workforce for Hajj is not immune to challenges, particularly in communication, cultural norms, and interpersonal relationships. The results suggest that cultural awareness development and communication strategy enhancement are key to

maintaining adequate teamwork and coordination among Hajj seasonal workers. Respondent FBF stated that language is one of the biggest challenges in his field of work during the Hajj season. He then added that these language barriers create issues in the coordination during important tasks and typically end up leading to misunderstandings when different languages were used by colleagues.

“Language difficulties are one of the biggest obstacles. It might be difficult to coordinate during important tasks and cause misunderstandings when coworkers speak different languages”(FBF)

The respondent MA said that challenges frequently arose due to cultural differences in work ethics and practices. He then also said that differing opinions about hierarchy and timeliness could cause disputes if not handled with cultural sensitivity.

“Challenges frequently arise from cultural differences in work ethics and practices. For example, if not handled tactfully, differing opinions about hierarchy and timeliness might cause disputes”(MA)

The respondent YK said that confusion could result from different communication approaches. He then also said that some cultures tended to be more indirect, which can lead to misinterpretations of instructions or intentions.

“Confusion might result from different communication approaches. Certain cultures may be more indirect than others, which could result in misunderstandings of directives or intentions”(YK)

The respondent SA said that religious and cultural customs must be acknowledged in order to maintain a courteous and inclusive work environment. He then also said that considerations such as prayer times and dietary restrictions

needed to be properly accommodated and understood.

“To maintain a courteous and welcoming workplace, religious and cultural customs like prayer times and dietary restrictions must be accommodated and understood”(SA)

The respondent IB said that there were cultural differences in nonverbal communication cues that affected workplace interactions. He then also said that gestures or expressions considered normal in one culture might be misunderstood or viewed as inappropriate in another.

“Cultural differences exist in nonverbal communication cues. Expressions or gestures that are deemed appropriate in one culture could be misinterpreted or viewed as improper in another”(IF)

These responses reflect the complexity of managing cultural diversity during the Hajj pilgrimage. From language and health practices to food preferences and ritual understanding, seasonal workers must be prepared to approach every situation with cultural awareness, patience, and effective strategies that ensure both care and inclusivity. The respondent FBF said that the language barrier was one major obstacle when dealing with culturally diverse pilgrims. He then also said that the multilingualism among pilgrims hampered effective communication and often required interpreters or multilingual signage to prevent misunderstandings.

“The language barrier is one major obstacle. Effective communication is hampered by pilgrims' multilingualism, which necessitates the use of interpreters or multilingual signage to avoid misunderstandings”(FBF)

The respondent MA said that disparities in social interactions and personal

space between cultures could be unsettling during the Hajj. He then also said that some gestures or behaviours may be perceived as strange or inappropriate by certain pilgrims, thus requiring sensitivity and flexibility from staff.

“Disparities in social interactions and personal space between cultures can be unsettling. Sensitivity and flexibility are necessary because some pilgrims may find some gestures or behaviours strange or improper” (MA)

The respondent YK said that confusion may arise because pilgrims from different backgrounds had varying levels of familiarity with Hajj traditions. He also said that providing clear and culturally sensitive instructions was essential to ensure proper observance of the rituals.

“Confusion may result from pilgrims from diverse backgrounds having varying degrees of experience with Hajj traditions. To guarantee correct observance, it is crucial to provide explicit, culturally aware guidance” (YK)

The respondent SA said that variations in dietary needs and food preferences had complicated meal planning during the Hajj season. He then also said that it took careful planning and coordination to accommodate the diverse dietary demands of pilgrims.

“Meal planning is made more difficult by variations in dietary requirements and food preferences. It takes considerable planning to meet the various demands of pilgrims in order to accommodate everyone” (SA)

“Cultural differences exist in health practices and attitudes. Since some pilgrims can be reluctant to seek medical attention, it is essential

to establish confidence and offer healthcare treatments that are suitable for their culture”(IF)

The respondent IF said that there were notable cultural differences in attitudes and practices related to health. He also said that some pilgrims may hesitate to seek medical help, making it crucial to build trust and provide culturally appropriate healthcare services. Table 4.4 below summarises the impact of seasonal work on the workers’ lives.

Table 4.4. Summary of the Impact of Seasonal Work on the Lives of Workers

Aspect	Impact On the Worker	Explanation
Communication & Language	Communication gaps	Difficulties in communication gaps
Cultural Sensitivity	Required family understanding	Needed to adapt to different culture
Emotional & Mental Impact	Provided emotional support and stability remotely	Challenges in maintaining work-life harmony
Training & Skills Development	Supported training schedules	Pressure of managing large crowds
Health & Physical Demand	Concern for worker’s health and well-being	Deep sense of spiritual satisfaction
Adaptability & Problem Solving	Increased flexibility and maturity in the worker.	Valuable experience, improved skills

4.1.2.2 Families

The responses indicate that some of the seasonal employees underwent structured and formal training in service excellence and cross-cultural communication. The programmes allowed them to gain the soft skills required to deal with a globally diverse population of pilgrims and helped promote a more respectful, inclusive, and efficient workplace during the Hajj pilgrimage. The FBF respondent explained that he was enrolled in the Rafid Al-Haramain programme, under which he received extensive training in customer service, hospitality, and

cultural awareness. He further explained that this programme had equipped him with the skills to satisfactorily serve pilgrims of various cultural backgrounds.

“Yes, I took part in the Rafid Al-Haramain programme, which offered thorough instruction in customer service, hospitality, and cultural sensitivity. I gained the abilities I needed from this programme to properly serve pilgrims from a variety of backgrounds”(FBF)

The respondent, MA said that he participated in workshops hosted by the Ministry of Hajj and Umrah in collaboration with Umm Al-Qura University prior to starting his role. He also said that the purpose of these courses was to enhance their communication skills and broaden their cultural understanding.

“Of course. I participated in workshops hosted by the Ministry of Hajj and Umrah in association with Umm Al-Qura University prior to starting my position. The goal of these courses was to improve our communication skills and broaden our understanding of various cultures”(MA)

The respondent YK mentioned that he received official cross-cultural training through the Hajj Lab, a comprehensive programme that covered multiple pilgrimage-related areas. He also mentioned that the training focused on cultural awareness and how to provide effective services to pilgrims from around the globe.

“In fact, I received official cross-cultural training via the Hajj Lab, a comprehensive programme that included workshops on a range of pilgrimage-related topics, such as cultural awareness and providing pilgrims from all over the world with efficient services”(YK)

The respondent SA said that he completed a course that emphasized the importance of cultural competency. He then said that the programme included

modules on identifying cultural differences, communicating clearly, and managing conflict between diverse groups.

“Yes, I did finish a course that stressed the value of cultural competency. Modules on recognising cultural differences, communicating effectively, and resolving conflicts between various groups were part of the programme”(SA)

The respondent IF said that he took part in a cross-cultural communication training programme before his assignment. He then also said that the training helped him understand cultural nuances and communicate with pilgrims in a respectful and empathetic manner.

“Of course. I participated in a cross-cultural communication training programme before my assignment. I was able to better understand the subtleties of other cultures and communicate with travellers in a polite manner because of this training”(IF)

The statements show that the cross-cultural training programmes are not only practical but also essential in shaping a capable, respectful, and culturally aware workforce. The training enhances communication, promotes empathy, and equips seasonal workers with the tools to provide inclusive and effective service during the Hajj pilgrimage.

The respondent FBF said that his understanding of different cultures has significantly improved thanks to the current cross-cultural training programmes. He then also said that these trainings had provided realistic settings that prepare staff for real-world interactions with pilgrims from diverse backgrounds.

“My comprehension of many cultures has improved thanks in large part to the current cross-cultural training programmes. They offer realistic settings that get us ready for encounters with pilgrims from

different backgrounds in the real world”(FBF)

The respondent MA said that he finds the training courses to be highly beneficial. He also said that their comprehensive approach to cultural sensitivity was essential when assisting pilgrims during the Hajj.

“The training courses are really beneficial, in my opinion. When helping pilgrims during the Hajj, their thorough understanding of cultural sensitivity is essential”(MA)

The respondent YK said that his communication skills had improved greatly as a result of the cross-cultural training. He also said that the training emphasized the importance of patience and sensitivity when engaging with pilgrims from a variety of cultural backgrounds.

“My communication abilities have greatly improved as a result of the cross-cultural training. It highlights how crucial patience and sensitivity are while interacting with pilgrims from various cultural backgrounds”(YK)

The respondent SA explained that these training sessions had helped create a respectful environment. He also added that they assisted staff in recognizing cultural differences and adapting their services accordingly.

“Establishing a polite atmosphere is facilitated by these training sessions. They help us understand cultural variations and modify our offerings appropriately”(SA)

The respondent IF said that he believes the training courses had effectively prepared staff for the intercultural nature of the Hajj. He then also said that the programmes cover important topics such as conflict resolution and cultural norms.

“I think the training courses do a good job of getting us ready for the Hajj's intercultural aspects. They address important subjects including dispute resolution and cultural standards”(IF). Table 4.5 below demonstrates the summary of the impacts of seasonal work on their families' lives.

Table 4.5. Summary of the Impact of Seasonal Work on the Lives of Families

Aspect	Impact On Families	Explanation
Communication & Language	Communication gaps	Reduced daily communication
Cultural Sensitivity	Required family understanding	Families had to understand
Emotional & Mental Impact	Provided emotional support and stability remotely	Families played role in maintaining emotional
Health & Physical Demand	Concern for worker's health and well-being	Families worried about health and well-being

4.1.2.3 Professional Life of Employment

The comments identify some of the required characteristics for Hajj workers as cultural sensitivity, communication, empathy, flexibility, and inclusivity. With these characteristics, workers can make the pilgrimage experience respectful, supportive, and seamless for millions of people from all over the world. The most important cultural characteristics that a Hajj worker should have are described below. Respondent FBF outlined that a Hajj worker must be culturally sensitive since pilgrims belong to various cultural backgrounds. He then elaborated that awareness and acceptance of different customs, traditions, and rituals had helped give all the pilgrims a feeling of respect and value during their spiritual journey.

“The many cultural origins of pilgrims require a Hajj worker to be sensitive to them. During their spiritual journey, all pilgrims will feel

appreciated and respected if they are aware of and respectful of other customs, traditions, and rituals”(FBF)

The respondent MA, said that effective communication was crucial for Hajj workers since the pilgrims speak various languages. He then also said that this included the ability to clearly express ideas and actively listen to ensure the needs of pilgrims were understood and fulfilled.

“Because pilgrims speak different languages, Hajj personnel should be able to communicate effectively. This involves having the capacity to communicate ideas properly and actively listen in order to make sure that pilgrims' needs are recognised and met”(MA)

The respondent YK said that it was essential for Hajj workers to show genuine empathy and understanding. He also said that workers should be aware of the mental and physical challenges faced by pilgrims and provide comfort and support throughout the journey.

“It's critical to show sincere concern and comprehension. Employees performing the Hajj should understand the mental and physical difficulties pilgrims may experience and provide consolation and assistance during the journey”(YK)

The respondent SA stated that due to the constantly changing environment of the Hajj, employees must be adaptable and responsive. He also added that flexibility is necessary to adjust to conditions and diverse needs to ensure smooth operations and enhance the pilgrim experience.

“Because of the ever-changing Hajj environment, employees must be adaptive and agile. Ensuring seamless operations and improving the pilgrim experience requires being flexible enough to adapt to shifting conditions and a range of needs”(SA)

The respondent IF said that having a deep understanding of different cultural norms and traditions allowed Hajj workers to interact with pilgrims from all backgrounds in a way that promoted inclusivity and harmony. He then also said that such cultural awareness was key to fostering unity among a diverse group of participants.

“Hajj workers can engage with pilgrims from all origins in a way that promotes inclusivity and harmony by having a thorough awareness of various cultural norms and traditions” (IF)

The responses illustrate how crucial cultural sensitivity, language sensitivity, and flexibility are for Hajj workers. Day-to-day interaction with pilgrims reveals the reality that cross-cultural competency plays a central role in ensuring a peaceful coordination, mutual respect, and a hospitable experience among pilgrims during pilgrimage. What follows is an overview of the results of the findings of interview on the impact of seasonal work in the lives of workers, their families, and employees. Interviewee FBF affirmed that he faced severe communication issues upon his arrival at the airport in Jeddah due to the lack of adequate multilingual staff. He further affirmed that this led to confusion and time wastage among pilgrims, highlighting the importance of effective communication in a multicultural setting.

“When I got to the airport in Jeddah, I had a lot of trouble communicating. Confusion and delays resulted from pilgrims finding it challenging to navigate the airport due to the absence of multilingual staff. This event made clear how important it is to communicate well in such a diverse environment” (FBF)

The respondent MA said that Indonesian pilgrims misunderstood the

Arabic word "haram," thinking it referred to something forbidden rather than part of the Grand Mosque's name. He then also said that this incident had demonstrated how vital linguistic and cultural understanding was in preventing confusion.

"An incident happened when Indonesian pilgrims travelling to the Grand Mosque mistook the Arabic word "haram." They didn't know it was a part of the mosque's name and thought it meant something forbidden. This misinterpretation shows how crucial linguistic and cultural knowledge are"(MA)

The respondent YK said that he noticed different expectations regarding personal space among pilgrims from various cultures. He also says that recognizing and respecting these differences was crucial to providing comfortable and appropriate assistance.

"As I helped pilgrims, I observed that different people had different ideas about personal space. While some pilgrims from other cultures desired greater personal space, others liked close proximity. In order to give comfortable assistance, it was imperative to acknowledge and honour these variances"(YK)

The respondent SA said that he encountered challenges in preparing meals that met the diverse dietary needs of pilgrims. He then also said that understanding and accommodating these various food preferences significantly enhanced the pilgrims' overall experience.

"I had difficulties preparing meals because pilgrims have a variety of dietary requirements. By being aware of and considerate of these cultural differences, all pilgrims were guaranteed to eat the right food, improving their overall experience"(SA)

The respondent IF reported that he observed variation in how pilgrims from different cultural backgrounds approached punctuality—some were strict with schedules, while others were more relaxed. He also added that this required him to be adaptable and understanding to maintain harmony during group activities.

“I noticed that pilgrims from different cultural backgrounds varied in their timeliness. While others took a more laid-back attitude, others followed timetables to the letter. To preserve peace during group activities, this diversity necessitated adaptability and comprehension”(IF)

Table 4.6 summarises the impact of seasonal work on the lives of the employees.

Table 4.6. Summary of the Impact of Seasonal Work on the Lives of Employees (Professional Life)

Aspect	Impact on the Professional Life	Explanation
Communication & Language	Training improved communication skills	Helps workers improve communication skills
Cultural Sensitivity	Enhanced employees' cross-cultural competencies	Improved the ability to work with different cultures
Work-Life Balance	Skills in time management and stress control.	Helped better manage time, stress
Training & Skills Development	Employees gained practical certifications	Acquisition of skills and certifications
Adaptability & Problem Solving	Boosted the employee's adaptability and decision-making skills.	Strengthened critical thinking, problem-solving
Future Employment Intentions	Long-term commitment	Motivated to continue roles

4.2. Discussions

4.2.1. Motivations, Challenges, and Rewards Experienced by Seasonal Workers during the Hajj Pilgrimage

For multiple reasons, people prefer to work during Hajj season, reconciling their firm religious and personal beliefs with their career goals. Getting a chance to utilize their skills in a challenging and rewarding professional environment excites a lot of people (Alzeer & Abuzinadah, 2024). Such professionals eagerly anticipate practicing their skills at a significant, meaningful religious occasion. They represent different industries like event development, logistics, tourism, and hospitality. Their strong sense of obligation and regard for the religious significance and cultural relevance of Hajj are the main factors that encourage them to participate, in addition to the career-based motivations. These workers are given a special opportunity to advance in their professional lives and gain personal fulfillment by being associated with something so religiously significant (Aboobaker et al., 2022).

Seasonal laborers experience a lot of hardships during the Hajj that demand a mixture of psychological toughness, physical stamina, and flexibility. One of the greatest challenges is dealing with large crowds of people, especially during important ceremonies (Setiyarini & Kertia, 2024). For the safety, comfort, and well-being of all, millions of pilgrims squeezed into small areas have to be dealt with carefully at all times and with swift thinking. Communication is also a key challenge, given that pilgrims are from varying linguistic and cultural backgrounds. In order to offer effective advice and support, employees frequently have to cross linguistic and cultural barriers. The physical strain of caring for old

or ailing pilgrims is augmented by the scorching heat, prolonged working hours, and other factors (Choi et al., 2024).

This is also in line with a previous study done by Linando (2023) that stated employment challenges and the consequences of workplace struggles for Muslims are very hard. Also, religion and work motivation play a very important role as factors affecting workplace behaviours (Linando, 2024).

Being a temporary worker during Hajj has several benefits, with ample contentment, in spite of the difficulties. Since every season offers new insights, professional and personal development opportunities, and a deeper association with the pilgrims and divine ambience of the festival, many employees say that their experiences have transformed their lives (Sampieri & Bagader, 2024). The gratitude of the pilgrims is one of the most gratifying parts. It is an honor for the staff to have participated in one of the largest spiritual events in the lives of millions of Muslims. The working experience, numerous employees come back year after year as they get so much personal fulfillment from the fact that the pilgrimage flourishes. The majority of people view this purpose as very rewarding on an emotional level. When workers learn from various cultures and experiences, their ability to engage with many different people from all parts of the globe also provides them with a sense of cultural enrichment that is special (Kim & Jung, 2022).

The employees experience professional fulfillment in addition to the personal benefits. The organizational, communication, and problem-solving abilities needed to succeed here are extremely transferable and are a great

experience that moves them forward in their professional lives (Gašić et al., 2024). Staff become increasingly accustomed to the mechanics of the journey as more and more keep making the pilgrimage every year, enabling them to carry out their part with more confidence and effectiveness. The problems they encounter also give them a chance to learn new things and increase their ability to be versatile in adapting to unexpected circumstances. As they know, they can succeed in such a competitive world; workers who gain such skills are prouder and more successful in their profession (Zamiri & Esmaeili, 2024).

Despite the many emotional and professional gains of Hajj, work-life balance during peak season is demanding in itself. Physical exertion of providing services to huge pilgrim populations, long working hours, and the demanding nature of the job might drain employees (Al-Ajarma, 2021). Some employees try to negate this by highlighting the essence of preparation on a professional and personal level. Allocating time for family members and loved ones before the season begins assists in keeping individuals emotionally stable throughout this hectic period. By establishing good boundaries between work and leisure, even during the season, they can also avoid burnout (Choi, 2024).

Working as a seasonal employee for the Hajj pilgrimage is a combination of spiritual development, personal fulfillment, and career development. It is the dedication of the staff, reverence for religious custom, and eagerness to serve others that return them year after year in spite of multiple hurdles (Hassan, 2022). The rewards are both material and immaterial; staff members receive useful skills and experience in addition to a better appreciation of the spiritual and cultural

importance of the journey. These men consider their work during the Hajj as much more than a job, but rather a calling, a service and a very solemn commitment to the global Muslim community (Ross, 2021).

Beyond spiritual and professional motivations, a new aspect that is beginning to impact the experience of seasonal workers during the Hajj season is the use of digital technology. Digitization in Hajj management systems, including pilgrim tracking apps, multilingual communication systems, and data-driven logistics, is helping workers simplify their tasks and improve service efficiency. For example, the use of Hajj guide apps integrated with GPS makes it easier for workers to direct pilgrims to holy sites or their accommodations. Digital systems also enable faster and more accurate information dissemination, particularly in emergencies or when schedule changes occur. With adequate training in technology, seasonal workers can use these technologies to address significant issues such as language barriers, crowd management, and team coordination (Müller et al., 2024).

4.2.2. Seasonal Work Impacts on the Lives of Workers, Their Families, and the Employment

Families, businesses, and workers are also greatly affected by seasonal jobs. Workers will tend to experience psychological depression and economic insecurity due to the transitory nature of their jobs (Lee et al., 2025). Workers will tend to have unstable incomes when they do not have stable employment in the long run, and this is most likely to pose difficulty to long-term needs such as

shelter, health care, or education. For instance, off-seasons often see a decrease in the number of working hours of the employees or layoffs, and thus there is uncertainty about the stability of their income. For those families for whom day-to-day living expenses are largely based on the seasonal wage, this uncertainty would be very challenging. This is further aggravated by the absence of cover like retirement plans or health cover, thereby placing workers in a position of exposure to financial risk in case of sickness, injury, or old age. It can initiate an endless cycle of financial adjustment since families will need to fund core expenses as they negotiate long-term risks (Khelfaoui et al., 2022).

No one can deny the psychological load exerted by seasonal work on employees. Short weeks and the need for profitability may cause stress, anxiety, and burnout. As they do not have many options in jobs and their financial stability may be jeopardized during peak season, seasonal workers may also be more stressed about performing well (Salama et al., 2022). Job insecurity and the fact that they could be pushed out of the company at the end of the season can also bring about instability and low morale. Most workers feel stressed emotionally once they realize that their employment is temporary, which can impact their mental and general well-being (Wang et al., 2025).

But seasonal labor offers tremendous cost savings and operating flexibility from the employer's hiring point of view. Seasonal workers allow the business to increase its size quickly and effectively during peak seasons, when its services are in most demand, without the obligation and expense of permanent hiring (Liu & Altamimi, 2025). In order to satisfy peak demand without the necessity to account

for a big permanent workforce, firms that have fluctuating seasons, such as the hotel, agricultural, or tourism sectors, need this adaptability. Seasonal staff also enable firms to save on costs without compromising productivity or service quality by facilitating them to cope with labor shortages during peak season (Giousmpasoglou, 2024).

On the other hand, hiring seasonal staff poses daunting problems for firms. One of the biggest problems is the high turnover rate, which could lead to a lack of retaining educated and experienced employees. Firms have to hire and train workers more frequently as seasons change (Usha & Ramkumar, 2025). Because the business must spend time and money training and orienting new staff with every season, this turnover increases administrative expenses and logistical burdens. Because workers do not necessarily share a long-term commitment to the business or its objectives, their temporary nature can also extend to group dynamics and firm culture (Kantabutra, 2021).

The seasonal aspect of work allows enterprises to effectively manage labour costs at periods of peak demand, and also increases the likelihood of labour shortages during off-peaks. The company can be vulnerable to staff disruptions due to seasonal peaks resulting from certain factors (Radlińska & Gardziejewska, 2022). For example, to compensate for a lack of seasonal employees, a firm may be forced to pay high temporary agencies or bring back regular employees, which could interfere with and diminish profitability. Therefore, in its quest to eliminate such risks, seasonal employment involves planning and a coordinated strategy for

addressing the workforce while allowing room for adaptation to short-term needs (Tambovceva et al., 2025).

Seasonal employment produces economic effects on society beyond the direct issues affecting firms and workers. Since seasonal employment is periodic, societies depending on seasonal employment may also be precarious (Ferrada & Mancilla, 2025). In rural or seasonal labor markets, for example, the workers may suffer from social and economic insecurity due to the impacts of nonstandard work on local economies, which can cut down spending and increase the demand for government assistance programs during slow seasons. When a family income is insufficient to meet both short-term expenses and long-term aspirations, they might struggle to save for life's milestones or secure their financial futures (Godbole et al., 2025). For the workers, their households, and the firms that hire them, seasonal employment offers a multifaceted array of prospects and pitfalls.

Although companies can benefit from the flexibility it provides, especially during high-demand seasons, it is impossible to disregard negative economic and psychological effects on employees, for example, unequal wages and job insecurity (Ray, 2021). Seasonal employees experience psychological and financial hardship through job insecurity, and they influence families and society. Conversely, companies realize cost benefits and business flexibility that come with the use of seasonal workers, but also incur the costs of training, worker turnover, and retaining. Companies must develop policies that offer workers more security, benefits, and support systems to effectively support workers and organizations (Noparumpa et al., 2021).

While the short-term economic benefits of seasonal work are significant for companies and the service sector, the long-term sustainability of this model depends heavily on adequate government policy interventions and legal protections. Many countries still lack a clear legal framework to guarantee the rights of seasonal workers, particularly regarding minimum wage standards, maximum working hours, occupational health and safety protection, and access to social security. In the Hajj sector, where seasonal workers operate in a stressful and risky environment, the absence of formal employment contracts or employment insurance systems increases the potential for exploitation and chronic fatigue (Abalkhail & Al Amri, 2022).

The countries of origin are also charged with ensuring that their citizens who engage in seasonal work abroad enjoy the same basic rights as permanent employees. With the implementation of cross-border seasonality work policies and monitoring coordination mechanisms in source and destination countries, discrimination actions will be easy to prevent, as well as improve the health and well-being of workers. Additionally, state subsidies or tax incentives for training can also encourage companies to develop the capacity and competencies of seasonal workers, making them long-term assets for religious service sectors, such as the Hajj. These steps will increase the economic resilience of seasonal workers' individuals and their families and develop a more sustainable and equitable working environment (Istiko et al., 2022).

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1. Conclusions

Hajj pilgrimage seasonal workers are motivated by a set of personal, religious, and professional reasons, such as the desire to advance their careers through work at a major religious celebration. To be able to manage enormous crowds of people, communicate across cross-cultural and linguistic disparities, withstand extremely high temperatures, and be accommodating when faced with alteration of plans on short notice, they need to be strong, adaptable, and possess excellent problem-solving skills. Despite these difficulties, there are several advantages, such as, employees gaining work experience, transferable skills, and a deep emotional and spiritual fulfillment from serving millions of pilgrims. According to most of the interviewees, work provides meaning for their life, and being able to contribute to a religious ritual and pilgrims' gratitude provides an amazing sense of purpose and professional pride.

Seasonal work has far-reaching impacts on employing organizations, employees' lives, as well as their families, both in positive and negative ways. As a result of their temporary work, the workers are bound to endure financial uncertainty, emotional distress, as well as a deficiency of long-term benefits. Their families are also impacted in that they are forced to cope with unstable wages and insecure work. This would make it even more challenging to save for

housing, healthcare, and education. Seasonal work puts workers under stress to perform during periods of high demand, and results in burnout and stress. Seasonal work allows businesses to add staff in response to demand, with flexibility and at a cheaper cost. But it also has disadvantages like a high employee turnover rate, expensive training, and variable service quality because of a continuously changing workforce.

5.2. Recommendations

Based on the study's findings and conclusions, a list of recommendations should be prepared for enhancing the seasonal work experience for the workers performing the Hajj journey. Both the companies and the authorities involved should plan detailed training programs that go beyond the ordinary job orientation. To enable them to carry out duties like crowd control, sanitation, pilgrim information, delivery of food and water, transport, and medical care confidently and effectively, staff personnel need to be trained in a task-oriented manner. Staff training should incorporate emergency preparedness modules in evacuation, fire management, management of lost pilgrims, treatment of medical conditions like heatstroke and dehydration, and general first aid and cardiopulmonary resuscitation (CPR). Furthermore, to enable staff to deal with the psychological strain of long working days, unpredictable circumstances, and emotional exhaustion, stress management sessions and resilience training are essential.

Also essential is cultural and religious sensitivity training because it enables

staff members to communicate professionally and sympathetically, appreciate differences in ritual practices, and comprehend pilgrims' varied places of origin. Moreover, to overcome language barriers, personnel should be supplied with language support by crash training in major pilgrimage languages such as Arabic, English, Urdu, Bahasa Indonesia, Turkish, French, and Hausa, or they can be provided with multilingual communication software and translators. Setting up efficient procedures for communication and coordination is another significant suggestion.

Because of the pilgrimage's magnitude, communication should be clear, complete, and strong. In order for employees to know whom to report to and how to escalate matters in case of an emergency, they have to work within a well-defined chain of command. Multilingual communication aids like signboards, mobile applications with translation capabilities, and loudspeaker announcements in commonly spoken languages have to be employed to overcome language and cultural barriers. Feedback mechanisms, such as hotlines, mobile reporting systems, or appointed supervisors, need to be established to enable members of staff to report safely, express concerns, report unsafe activities, or make recommendations for change. There must also be regular briefings and debriefings at the start and conclusion of shifts to give employees information about the conditions of the crowd, alert health, and operational changes. These sessions also need to allow employees time for reflection and sharing of knowledge.

Cross-cultural awareness development and inclusion among the seasonal employees are also necessary. Workers should be equipped with skills to deal

politely and productively with diverse communities because the Hajj draws pilgrims from over 180 nations. In order to restrict the possibilities of conflicts, diversity awareness training should make employees appreciate differences in social interactions, communication, and personal space. The workers should also be aware of variations in practice among Muslims and be familiar with the religious importance of the pilgrimage rites. They must be trained in conflict resolution methods based on de-escalation and civil dialogue so that they can resolve pilgrim disputes without the use of physical force.

They must also pay special attention to gender issues, educating employees on how to aid women, elderly individuals, and people with disabilities in a respectful yet culturally appropriate manner. The health and mental stability of seasonal workers should be the priority, then communication and training. To protect workers from the extreme heat and physical stress of extended shifts, employers should provide adequate amenities like hydration stations, shaded shelters, healthy food, and designated areas of rest.

Both pilgrims and personnel should be offered on-site medical care, such as quick-response teams to deal with any medical issue arising in the course of duty performance. Offering mental health services, such as periodic check-ups to ascertain emotional stability, stress management training workshops, and counseling services, is equally crucial. Aside from meeting moral responsibilities to workers, such programs increase productivity, decrease burnout, and result in higher overall job satisfaction.

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APPENDICES

Respondent 1

	Respondent 1
Name, age, origin.	My name is Faisal Bin Fahad. I'm male, 31 years old, and I have been working for 6 years.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	I have a background in hospitality management, where I worked in operations and customer service. I applied for a seasonal position after learning about the chance to assist pilgrims during the Hajj because I was drawn to the thought of helping people in such a meaningful and spiritually impactful way.
How many years have you been working as a Hajj seasonal worker?	During my five years as a seasonal worker for the Hajj, I have encountered new challenges and experiences every year that have allowed me to advance in my position
What motivated you to choose this role as a Hajj seasonal worker?	I am a Hajj worker by ensuring a smooth experience by ensuring pilgrims have a rewarding experience with religion
Can you describe your typical responsibilities and duties during the Hajj season?	<i>My duties throughout the Hajj season include aiding pilgrims with their everyday necessities, supporting them with the rituals, making sure they are safe, and working with logistics like lodging and transportation</i>
What specific skills or qualifications do you think are important for someone in your role?	As a pilgrim guide and assistant, effective communication is crucial to my work. Managing logistics and ensuring that everything runs smoothly during the Hajj season also requires organisational skills.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	Yes, I have received training in emergency response and customer service, which is crucial when working with large groups of people during the Hajj. This training has taught me how to better manage the needs of pilgrims.
What are some of the challenges you typically face in your role during the Hajj season?	Keeping big groups of people safe and composed, particularly during busy ceremonies, is one of my biggest problems.

How do you balance your personal life with the demands of working during the Hajj season?	Managing personal responsibilities during the Hajj season requires a great deal of planning. Even if it's just for a short time, I make sure to talk to my family frequently in order to stay in touch. In spite of my busy workday, I make time to spend with loved ones before the season, which improves our bond.
How do you usually prepare yourself physically and mentally for the demands of the Hajj season?	In order to physically get ready for the Hajj season, I frequently walk and engage in light cardio exercises to boost my stamina. To stay calm in the face of a busy schedule, I set clear goals and focus on mindfulness exercises in my head.
What do you find most rewarding about working as a Hajj seasonal worker?	The most rewarding aspect of working as a seasonal Hajj worker is the opportunity to assist pilgrims on one of the most significant spiritual journeys of their life. Knowing that my work has added to their significant experience makes me very happy.
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	<i>I see my job as crucial to making sure pilgrims have a well-planned and secure Hajj experience. I assist in keeping things running smoothly by handling the logistics and offering direction, freeing pilgrims to concentrate on their spiritual development</i>
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	Yes, the experience is incredibly rewarding, and helping pilgrims on this important spiritual trip brings me a lot of happiness.

CROSS CULTURAL

	Respondent 1
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Language difficulties are one of the biggest obstacles. It might be difficult to coordinate during important tasks and cause misunderstandings when coworkers speak different languages.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	The language barrier is one major obstacle. Effective communication is hampered by pilgrims' multilingualism, which necessitates the use of interpreters or multilingual signage to avoid misunderstandings
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Yes, I took part in the Rafid Al-Haramain programme, which offered thorough instruction in customer service, hospitality, and cultural sensitivity. I gained the abilities I needed from this programme to properly serve pilgrims from a variety of backgrounds.
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	My comprehension of many cultures has improved thanks in large part to the current cross-cultural training programmes. They offer realistic settings that get us ready for encounters with pilgrims from different backgrounds in the real world.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	The many cultural origins of pilgrims require a Hajj worker to be sensitive to them. During their spiritual journey, all pilgrims will feel appreciated and respected if they are aware of and respectful of other customs, traditions, and rituals.
Can you recall a specific experience of cross-cultural issues when doing your job?	When I got to the airport in Jeddah, I had a lot of trouble communicating. Confusion and delays resulted from pilgrims finding it challenging to navigate the airport due to the absence of multilingual staff. This event made clear how important it is to communicate well in such a diverse environment.
What improvements or changes would you suggest to enhance the	Include role-playing and simulation activities to provide employees firsthand experience

existing cross-cultural training programs for Hajj workers?	navigating cultural situations, which will promote empathy and practical knowledge.
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	Misunderstandings between cultures during the Hajj can enhance pilgrims' experiences and foster world unity by raising awareness and appreciation of various practices.
What strategies do you think could be effective in improving communication and understanding between Hajj workers and pilgrims from different cultural backgrounds?	Provide thorough training programmes for Hajj workers to promote courteous interactions and raise awareness and acceptance of many cultures.
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Workers can interact with pilgrims more successfully by being aware of cultural quirks, which lowers miscommunication and improves service quality.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	Rituals are frequently approached differently by pilgrims from various geographical areas. Different cultural interpretations of religious activities are reflected, for example, in the emphasis placed on individual supplications in certain cultures and on group prayers in others.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	The Rafid Al-Haramain initiative, launched by the Saudi Ministry of Hajj and Umrah, trains 100,000 workers to enhance cultural competency and the pilgrims' experience.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Workers who take structured training learn the fundamentals and cultural quirks of languages like English, Urdu, and Indonesian that pilgrims frequently speak.

RELIGIOSITY

	Respondent 1
How would you describe the importance of religion in your life, particularly during the Hajj season?	Hajj is one of the Five Pillars of Islam, representing a fundamental act of worship and obedience to Allah
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	Islam places a strong emphasis on the value of selflessly serving others. This conviction motivates me to put pilgrims' needs first, making sure they are comfortable and safe during their trip.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	I've had circumstances in past positions where my prayer times conflicted with planned meetings. In order to resolve this, I proactively spoke with my managers about flexible break schedules, making sure that my religious duties were fulfilled without interfering with my professional commitments.
How do you perceive the connection between your religiosity and your overall job satisfaction?	My religious convictions help me maintain honesty, integrity, and equity in all of my professional dealings, which makes me feel proud and fulfilled in my work.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	It is extremely fulfilling to help pilgrims fulfil one of the Five Pillars of Islam. Their faith is strengthened and their spiritual experience is improved when they are able to easily complete the Hajj procedures.
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	I keep up my spiritual health throughout the Hajj by praying frequently and taking some time to think. I am able to maintain my relationship with Allah and remember the seriousness of my responsibilities thanks to this practice.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	My religious beliefs emphasize the importance of serving others. This perspective motivates me to assist pilgrims with dedication and compassion, ensuring their Hajj experience is fulfilling
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	Indeed, I have seen that coworkers who place a high value on their religious activities frequently express greater job satisfaction as a result of feeling more at peace and purposeful. Their religious beliefs appear to provide them a more optimistic perspective on obstacles at work.
How do you think your job	Working as a Hajj seasonal worker brings a

satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside of the Hajj season?	unique sense of fulfillment, as the role feels deeply meaningful, especially compared to other jobs I've had. The spiritual aspect of the work makes it stand out in terms of job satisfaction
What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	Providing access to spiritual resources, such as prayer spaces and religious counseling, would greatly enhance the job satisfaction of Hajj seasonal workers who value their religious practices. It would help them stay connected to their faith while performing their duties
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	I believe religiosity will continue to guide my career decisions, especially in choosing roles that align with my values. As a Hajj seasonal worker, my faith motivates me to serve with sincerity and seek opportunities that deepen my spiritual connection.
Could you share how your religious practices impact your daily work routine during Hajj?	My religious practices give structure to my day during Hajj. I always make time for the five daily prayers, and they help me stay centered and focused throughout my shifts.
What strategies do you use to balance your work responsibilities with your religious observances?	I plan my tasks around the prayer times to ensure I fulfill both my duties and my religious obligations. Setting reminders helps me stay on track throughout the day.
How do you prioritize between work commitments and religious obligations during Hajj?	During Hajj, I try to view both work and religious duties as equally important. I fulfill my job responsibilities while making sure I don't miss any obligatory prayers.
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	Yes, sometimes work schedules are intense, making it hard to pray on time. I've learned to manage my tasks better and ask for brief prayer breaks when needed.
How do you recharge or rejuvenate yourself during the demanding Hajj season?	I try to take short breaks whenever possible, even just five minutes of deep breathing or reflection helps me feel refreshed and ready to continue.
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	I believe providing more structured break times would allow workers to rest and fulfill personal or religious needs without feeling rushed.

Respondent 2

	Respondent 2
Name, age, origin.	My name is Mohammed Al-qarni. I'm male, 31 years old, and I have 2 years of work experience.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	I always held religious and cultural customs in the highest regard when I was growing up. I chose to work during the Hajj after studying tourist management in order to combine my love of helping people with my curiosity in the pilgrimage's cultural importance.
How many years have you been working as a Hajj seasonal worker?	Over the course of my three years as a seasonal worker for the Hajj, I've gained a great deal of knowledge about the responsibilities and logistics involved in assisting the pilgrims.
What motivated you to choose this role as a Hajj seasonal worker?	I became a seasonal employee because of my passion of hospitality and service, my desire to assist others on this sacred journey, and my understanding of the Hajj's cultural and religious significance.
Can you describe your typical responsibilities and duties during the Hajj season?	Supporting pilgrims, guiding them through the many Hajj ceremonies, making sure they have the tools they need, and helping with any logistical issues that come up over the season are the usual tasks I perform
What specific skills or qualifications do you think are important for someone in your role?	It is essential to have a solid understanding of Hajj traditions as well as the ability to communicate with people from different backgrounds. Patience and problem-solving skills are also essential while overcoming various challenges that arise.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	I have participated in several courses on crowd management, safety protocols, and Hajj rites to better assist the pilgrims, even though I haven't received any official training specific to my role.
What are some of the challenges you typically face in your role	One of the most frequent problems with pilgrims from other nations is the language

during the Hajj season?	barrier, which can occasionally make communication challenging.
How do you balance your personal life with the demands of working during the Hajj season?	I create clear boundaries between work and personal time in order to manage the busy Hajj season. I designate specific times for rest and family interactions to ensure that I don't neglect my relationships or overall wellbeing.
How do you usually prepare yourself physically and mentally for the demands of the Hajj season?	I start my preparation by gradually increasing the amount of physical activity I perform every day, such as taking longer walks. I educate myself in my mind about the traditions and challenges of the Hajj to increase my confidence and reduce my anxiety.
What do you find most rewarding about working as a Hajj seasonal worker?	Being a member of a team that protects pilgrims' comfort and safety brings me a lot of satisfaction. The appreciation we receive from those we help makes all of the effort worthwhile
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	In order to facilitate communication among a diverse group of pilgrims, my position is crucial. By offering assistance and clear information, I contribute to making the environment more friendly and supportive for all participants.
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	Naturally. Being a part of the Hajj operations allows me to support a worthy cause, and I can't wait to aid the pilgrims in the upcoming seasons.

CROSS CULTURAL

	Respondent 2
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Cultural differences in work ethics and practices can often present challenges. For instance, disagreements on timing and hierarchy could lead to conflict if not handled delicately.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Disparities in social interactions and personal space between cultures can be unsettling. Sensitivity and flexibility are necessary because some pilgrims may find some gestures or behaviours strange or improper
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Naturally. Before beginning my job, I took part in workshops organised by the Ministry of Hajj and Umrah in collaboration with Umm Al-Qura University. These classes were designed to help us become better communicators and increase our awareness of different cultures.
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	The training courses are really beneficial, in my opinion. When helping pilgrims during the Hajj, their thorough understanding of cultural sensitivity is essential.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	The ability to communicate properly is essential for Hajj staff because pilgrims speak a variety of languages. To ensure that pilgrims' needs are identified and satisfied, this calls on the ability to effectively explain ideas and actively listen.
Can you recall a specific experience of cross-cultural issues when doing your job?	When Indonesian pilgrims were visiting the Grand Mosque, there was an incident when they misinterpreted the Arabic word "haram." They assumed it meant something prohibited because they were unaware that it was a part of the mosque's name. This misunderstanding highlights the need of linguistic and cultural expertise.
What improvements or changes would you suggest to enhance the existing cross-cultural training	To close communication barriers between pilgrims and employees from different linguistic origins, make translation services

programs for Hajj workers?	and language aids accessible.
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	Confusion brought on by a lack of knowledge about regional traditions and customs may prevent pilgrims from fully participating in holy rites.
What strategies do you think could be effective in improving communication and understanding between Hajj workers and pilgrims from different cultural backgrounds?	To accommodate pilgrims' varied linguistic backgrounds, provide information in several languages on signage, pamphlets, and digital materials.
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Employees with cultural competency are better able to meet the particular medical requirements of various pilgrims, providing safer and more individualised care.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	Even though all pilgrims adhere to modest dress regulations, there might be differences in the styles and hues of clothes. For example, pilgrims from South-east Asia might like vividly coloured garments, whereas pilgrims from the Middle East typically wear more subdued hues.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	Cultural sensitivity workshops offer an understanding of different traditions and behaviours, promoting civil conversations with pilgrims from different backgrounds.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Fluency and cultural awareness are enhanced when employees are placed in immersion settings where they can communicate with speakers of many languages.

RELIGIOSITY

	Respondent 2
How would you describe the importance of religion in your life, particularly during the Hajj season?	The pilgrimage offers a chance to purify the soul, seeking forgiveness for past sins and striving for a fresh start in faith.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	Maintaining integrity and openness is essential to my faith. I work hard to carry out my responsibilities with the highest ethics, building dependability and trust with both pilgrims and coworkers.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	Attending corporate events often presented challenges due to dietary restrictions observed during Ramadan. I communicated my needs to event organizers in advance, allowing them to accommodate halal options and schedule meals appropriately
How do you perceive the connection between your religiosity and your overall job satisfaction?	I feel more purposeful and satisfied with my everyday responsibilities when I see my work as a way to serve others, which is consistent with my spiritual beliefs.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	A strong sense of solidarity and fraternity is fostered by participating in the Hajj as a member of a worldwide Muslim community. This group worship strengthens my ties to Allah and the Ummah.
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	Reciting passages from the Quran as part of my daily Hajj regimen gives me courage and direction while strengthening my spiritual concentration in the face of obligations.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	Islam teaches humility, reminding me to approach my duties with modesty and respect. This attitude fosters positive interactions with pilgrims and colleagues alike
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	Because they feel more linked to their beliefs, which might affect their work ethic and mood, coworkers who place a higher priority on their religious practices appear to be happier at work.
How do you think your job	In comparison to other roles, I am far more

satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside of the Hajj season?	satisfied with my job during the Hajj season. Working with pilgrims fosters a great sense of community and purpose that I haven't encountered in past positions.
What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	Offering regular spiritual workshops or discussions could improve job satisfaction for religious Hajj seasonal workers. These would help them reflect on their spiritual journey and provide a sense of community with others who share their values
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	I believe that religion will have a significant impact on how I develop in the future. I wish to work in positions that allow me to mix spiritual fulfilment with professional development, like the Hajj seasonal job.
Could you share how your religious practices impact your daily work routine during Hajj?	During the busy Hajj days, I find that fulfilling my religious obligations, like as prayer and dhikr, offers me spiritual strength. Even under pressure, it helps me remain composed and patient.
What strategies do you use to balance your work responsibilities with your religious observances?	Effective time management is essential. To remain productive while upholding my religious beliefs, I break up my workload into manageable chunks and plan breaks at prayer periods.
How do you prioritize between work commitments and religious obligations during Hajj?	I plan my schedule carefully, ensuring that I can meet work targets while still performing my religious obligations on time.
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	At times, I've struggled to find a quiet space for prayer. I addressed this by identifying suitable areas in advance and adjusting my routine accordingly
How do you recharge or rejuvenate yourself during the demanding Hajj season?	Reading the Qur'an or doing dhikr during quieter moments gives me spiritual strength and mental clarity to keep going
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	Better scheduling systems that rotate shifts fairly could help workers get adequate rest and maintain their well-being.

Respondent 3

	Respondent 3
Name, age, origin.	My name is Yasir Khalil. I'm male, 29 years old, and I have been working for 3 years.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	My background in logistics sparked my curiosity about the preparation and organisation needed for the Hajj. I began working as a seasonal employee in order to gain experience with the unique challenges of working in such a dynamic environment and to apply my skills in a different context.
How many years have you been working as a Hajj seasonal worker?	During my four years as a seasonal worker for the Hajj, I have grown closer to the pilgrims and the event's sacredness each year.
What motivated you to choose this role as a Hajj seasonal worker?	The opportunity to help millions of pilgrims fulfil their religious duties during one of the most important times of their lives is what inspired me to accept this job as a seasonal Hajj worker.
Can you describe your typical responsibilities and duties during the Hajj season?	I'm responsible for assisting pilgrims with checking into their accommodations, ensuring they have access to the facilities they require, assisting them with the various rituals, and attending to any issues or requirements they might have while travelling.
What specific skills or qualifications do you think are important for someone in your role?	In order to ensure that pilgrims receive the help they need, my profession demands me to have great customer service skills. Being adaptable and calm under pressure is also essential, especially when negotiating hectic schedules and large crowds.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	Although I don't have a formal education for this position, my business has given me training that have taught me the communication skills, safety protocols, and logistical processes I need to know.
What are some of the challenges you typically face in your role during the Hajj season?	Especially when helping old or ill pilgrims, the Hajj season's extreme heat and extended workdays can be physically taxing.

How do you balance your personal life with the demands of working during the Hajj season?	I prepare for the Hajj season by organizing my personal affairs in advance. This includes setting up support systems at home and informing my family about my schedule, which helps in reducing stress and maintaining balance.
How do you usually prepare yourself physically and mentally for the demands of the Hajj season?	Because physical preparedness is so important, I have a regimen that involves strength training and stretching. I meditate and reflect as a mental preparation to keep my inner serenity throughout the demanding days.
What do you find most rewarding about working as a Hajj seasonal worker?	<i>It is incredibly motivating to see pilgrims from various cultures and backgrounds unite in solidarity. Facilitating this convergence is an incredibly fulfilling experience</i>
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	I believe that maintaining the customs and sanctity of the Hajj trip depends heavily on my involvement. I contribute to maintaining the spiritual integrity of this important occasion by making the ceremonies run well.
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	I plan to stay in this position. Every Hajj season brings with it fresh experiences and educational possibilities, and I cherish the opportunity to take part in such a significant occasion.

CROSS CULTURAL

	Respondent 3
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Confusion might result from different communication approaches. Certain cultures may be more indirect than others, which could result in misunderstandings of directives or intentions
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Confusion may result from pilgrims from diverse backgrounds having varying degrees of experience with Hajj traditions. To guarantee correct observance, it is crucial to provide explicit, culturally aware guidance
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	In fact, I received official cross-cultural training via the Hajj Lab, a comprehensive programme that included workshops on a range of pilgrimage-related topics, such as cultural awareness and providing pilgrims from all over the world with efficient services.
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	My communication abilities have greatly improved as a result of the cross-cultural training. It highlights how crucial patience and sensitivity are while interacting with pilgrims from various cultural backgrounds.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	It's critical to show sincere concern and comprehension. Employees performing the Hajj should understand the mental and physical difficulties pilgrims may experience and provide consolation and assistance during the journey
Can you recall a specific experience of cross-cultural issues when doing your job?	As I helped pilgrims, I observed that different people had different ideas about personal space. Other cultural pilgrims preferred tight quarters, while others wanted more privacy. To provide pleasant support, it was imperative to acknowledge and honour these variances.

What improvements or changes would you suggest to enhance the existing cross-cultural training programs for Hajj workers?	Provide culturally sensitive healthcare training to staff members so that medical care honours pilgrims' varied backgrounds.
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	Managing cultural differences can help pilgrims feel more united, which will improve the pilgrimage's social element.
What strategies do you think could be effective in improving communication and understanding between Hajj workers and pilgrims from different cultural backgrounds?	Teach employees how to read and use nonverbal clues, such as body language and gestures, which can differ greatly between cultures.
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Pilgrims are more satisfied with the Hajj experience overall when services meet their cultural expectations.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	The way pilgrims engage with local hospitality is shaped by their cultural upbringing. Middle Eastern pilgrims may be more inclined to accept offers of communal meals than pilgrims from other regions who might prefer to eat alone.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	Having access to translation services and multilingual materials can help overcome language barriers and enable smooth communication with pilgrims who do not understand Arabic.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Employees can practice language abilities at their own speed with mobile apps and internet platforms, which reinforce learning through interactive exercises.

RELIGIOSITY

	Respondent 3
How would you describe the importance of religion in your life, particularly during the Hajj season?	Participating in Hajj reinforces my commitment to Islam, deepening my connection with Allah through its sacred rituals.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	The diverse backgrounds of pilgrims require patience and understanding. My religious teachings equip me to handle challenges gracefully, promoting a harmonious environment.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	I had to balance my professional obligations with my wish to take part in family get-togethers and group prayers during major religious festivals like Eid. I made sure that job and religious obligations were balanced by arranging my workload in advance and talking with management about holiday leave.
How do you perceive the connection between your religiosity and your overall job satisfaction?	Emphasizing compassion and empathy, virtues central to my faith, I cultivate positive relationships with colleagues, contributing to a harmonious work environment.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	Engaging in the rituals of Hajj, such as standing at Arafat and Tawaf, provides personal spiritual renewal. These acts of devotion deepen my faith and bring me closer to Allah
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	All day long, I recite Dhikr, saying things like "SubhanAllah" and "Alhamdulillah." My work is calmed and my heart remains open to Allah's presence thanks to this exercise.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	The teachings of Islam encourage unity among Muslims. I strive to create an inclusive environment where pilgrims from diverse backgrounds feel welcomed and supported.
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	Yes, there's a noticeable difference. Those who prioritize religious practices tend to approach challenges with a calm and composed mindset, which may contribute to their higher levels of job satisfaction.

How do you think your job satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside of the Hajj season?	As a Hajj seasonal worker, I feel a deep sense of responsibility and pride in my work, which I didn't feel in my other jobs. The spiritual element makes this role more rewarding than my previous positions
What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	Ensuring that Hajj seasonal workers have time for prayer and religious observances throughout their shifts would greatly support their job satisfaction, as it would allow them to fulfill their spiritual obligations without compromising their work performance.
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	Religiosity will always be central to my career journey. It helps me stay grounded and focused, and I hope to take on more roles that allow me to contribute to religious events or services.
Could you share how your religious practices impact your daily work routine during Hajj?	My faith reminds me to serve with kindness and sincerity. During Hajj, I see every task as a form of worship, which motivates me to work harder and treat pilgrims with care.
What strategies do you use to balance your work responsibilities with your religious observances?	I communicate with my team to coordinate schedules, especially during prayer times. That way, we can support each other in balancing both work and worship.
How do you prioritize between work commitments and religious obligations during Hajj?	I believe religious obligations come first, but I manage my time wisely to ensure my work responsibilities are also completed efficiently.
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	Balancing long work hours with religious obligations can be tough. I make a personal effort to stay disciplined and use every free moment wisely.
How do you recharge or rejuvenate yourself during the demanding Hajj season?	I make sure to stay hydrated and eat nutritious meals to keep my energy up throughout the long working hours.
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	Creating dedicated prayer and rest areas near work locations would greatly support our spiritual and physical needs during the season.

Respondent 4

	Respondent 4
Name, age, origin.	My name is Saleh Alshehri. I'm male, 25 years old, and I have 1 year of work experience.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	I have a solid basis in organisation thanks to my professional experience planning events. In order to assist with such a significant occasion and ensure that the pilgrims have an impeccable experience, I decided to join the Hajj crew.
How many years have you been working as a Hajj seasonal worker?	It has been a rewarding path of service and progress every year since I began working during Hajj five years ago.
What motivated you to choose this role as a Hajj seasonal worker?	I picked this position because I've always been interested in big events and because Hajj offers a special opportunity to combine my service talents with my profound reverence for Islam
Can you describe your typical responsibilities and duties during the Hajj season?	As a seasonal worker, I guide pilgrims through the various Hajj rites, help with logistical management, offer emergency support, and ensure the pilgrims' overall comfort and safety while travelling.
What specific skills or qualifications do you think are important for someone in your role?	Having excellent organisational skills and the ability to multitask are essential for my job. Communication skills with people from diverse cultural backgrounds and a firm understanding of the Hajj process are also crucial.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	I have received specialised training on the logistics of the pilgrimage, emergency management, and helping pilgrims with various requirements, even if my schooling wasn't directly relevant to the Hajj.
What are some of the challenges you typically face in your role during the Hajj season?	Sometimes, unforeseen schedule modifications or delays in transit can lead to confusion, and I have to adjust fast to fix the issue.
How do you balance your personal life with the demands of working during the Hajj season?	Setting priorities and assigning responsibilities to others when feasible are essential to preserving a work-life balance during the Hajj. I stay grounded and productive in my role by concentrating on my primary responsibilities and scheduling time for

	introspection and relaxation.
How do you usually prepare yourself physically and mentally for the demands of the Hajj season?	To properly manage stress, I concentrate on visualisation exercises and positive mantras in my mind.
What do you find most rewarding about working as a Hajj seasonal worker?	The opportunity to hone my abilities in a demanding, fast-paced setting is priceless. Every Hajj season improves my capacity for flexibility, good communication, and problem-solving.
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	I contribute significantly to the pilgrims' health and welfare as a Hajj worker. I help address health issues quickly by liaising with medical experts and offering fast support, making the pilgrimage safer.
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	Yes, I do envision myself working as a seasonal Hajj worker in the future. I am dedicated to giving the pilgrims the finest service possible, and the position fits with my personal ideals.

CROSS CULTURAL

	Respondent 4
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	To maintain a courteous and welcoming workplace, religious and cultural customs like prayer times and dietary restrictions must be accommodated and understood.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Meal planning is made more difficult by variations in dietary requirements and food preferences. It takes considerable planning to meet the various demands of pilgrims in order to accommodate everyone.
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Yes, I did finish a course that stressed the value of cultural competency. Modules on recognising cultural differences, communicating effectively, and resolving conflicts between various groups were part of the programme.
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	Establishing a polite atmosphere is facilitated by these training sessions. They help us understand cultural variations and modify our offerings appropriately.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	Because of the ever-changing Hajj environment, employees must be adaptive and agile. Ensuring seamless operations and improving the pilgrim experience requires being flexible enough to adapt to shifting conditions and a range of needs.
Can you recall a specific experience of cross-cultural issues when doing your job?	I had difficulties preparing meals because pilgrims have a variety of dietary requirements. By being aware of and considerate of these cultural differences, all pilgrims were guaranteed to eat the right food, improving their overall experience.
What improvements or changes would you suggest to enhance the existing cross-cultural training programs for	Provide ongoing training programmes that inform employees of changing cultural customs and standards to keep services courteous and current.

Hajj workers?	
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	It can be transforming to face and resolve cultural misunderstandings, promoting personal growth and a better comprehension of one's own ideas.
What strategies do you think could be effective in improving communication and understanding between Hajj workers and pilgrims from different cultural backgrounds?	Teach employees how to actively listen so they can thoroughly comprehend the needs and worries of pilgrims and provide them with support that works.
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Workers that are culturally aware are better able to foresee and proactively resolve possible disputes brought on by cultural differences
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	There are differences in the degree and mode of devotional expression. While some pilgrims retain a more quiet and private manner of worship, others participate in loud, group chanting.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	Participating in peer learning groups fosters mutual support by enabling employees to exchange experiences and approaches to overcoming cross-cultural obstacles.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Specialised courses catered to the linguistic requirements of Hajj workers are provided through partnerships with universities and language centres.

RELIGIOSITY

	Respondent 4
How would you describe the importance of religion in your life, particularly during the Hajj season?	Joining millions of Muslims from around the world fosters a profound sense of unity, highlighting our shared beliefs and brotherhood.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	Striving for excellence is a reflection of my commitment to Allah. I approach my tasks with diligence, aiming to provide the highest quality service to all pilgrims.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	Observing the Ramadan fast was occasionally difficult for me because I work in a 24/7 operating setting. I worked with coworkers to modify shifts so that I could carry out my religious observances and make sure my responsibilities were covered.
How do you perceive the connection between your religiosity and your overall job satisfaction?	Practices such as prayer and meditation, integral to my religious routine, help manage work-related stress, enhancing my overall job satisfaction.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	Offering guidance to pilgrims on the significance of Hajj rituals allows me to share knowledge and enhance their understanding, making their pilgrimage more meaningful.
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	Regularly seeking forgiveness through Istighfar helps cleanse my heart and maintain humility, ensuring that I approach my duties with sincerity and a clear conscience.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	Patience is a virtue in Islam. During the Hajj season, I encounter various challenges, and my faith helps me remain calm and composed, ensuring effective service delivery.
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	I've observed that coworkers who prioritise their religious beliefs frequently show greater levels of workplace happiness. This might be as a result of the greater sense of purpose and fulfilment their faith provides them in their roles.
How do you think your job satisfaction as a Hajj seasonal worker compares to other	I believe my job satisfaction as a Hajj seasonal worker is more profound. The role connects me

jobs or roles you've held outside of the Hajj season?	to something bigger than myself, whereas my previous jobs felt more routine and lacked that spiritual connection
What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	Providing resources like religious reading materials or access to online sermons could further support Hajj workers. These resources would allow them to deepen their faith and stay spiritually engaged during the busy season.
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	My faith has a major impact on how I view my career. I envision continuing to work in spiritually meaningful roles like Hajj services that align with my religious values and give me a sense of purpose
Could you share how your religious practices impact your daily work routine during Hajj?	Religious practices guide my attitude at work. I start my day with prayer and reflection, which helps me approach each task with the right mindset and gratitude.
What strategies do you use to balance your work responsibilities with your religious observances?	I make sure to perform my prayers during designated breaks. Having a clear routine allows me to stay consistent in my religious observances without affecting my performance
How do you prioritize between work commitments and religious obligations during Hajj?	I stay disciplined with time and communicate with my team so I can fulfill both roles without neglecting either
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	I've had challenges during peak hours when I couldn't leave for prayer. I coordinate with colleagues now to take turns, so we all get a chance to worship
How do you recharge or rejuvenate yourself during the demanding Hajj season?	During the Hajj season, I find peace in prayerRespondent1it not only strengthens my faith but also helps me reset my mind and body.
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	I think offering mental health support or counseling services could help workers manage stress and emotional exhaustion more effectively.

Respondent 5

	Respondent 5
Name, age, origin.	My name is Ibrahim Fageeh. I'm male, 35 years old, and I have been working for 7 years.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	My career has always been in the travel and tourism sector. I saw the potential to serve the global Muslim community while doing meaningful work when I learned that seasonal workers were needed for the Hajj
How many years have you been working as a Hajj seasonal worker?	For the past two years, I have been a seasonal employee for the Hajj, and I have loved every second of helping with such a significant and meaningful event.
What motivated you to choose this role as a Hajj seasonal worker?	I picked this position because I wanted to work in a setting that was both culturally and spiritually rich while helping pilgrims make the Hajj journey as comfortable and easy as possible.
Can you describe your typical responsibilities and duties during the Hajj season?	<i>My responsibilities include assisting with crowd control, giving pilgrims instructions, attending to their lodging and transportation requirements, and ensuring they have the support they require at every point of the journey</i>
What specific skills or qualifications do you think are important for someone in your role?	In this position, helping travellers on their spiritual journey requires patience and sensitivity. Strong problem-solving abilities and the capacity to function well under pressure are also critical for handling the difficulties of such a big event.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	<i>Yes, prior to beginning my position, I participated in a training programme. It concentrated on first aid, comprehending the crucial Hajj ceremonies, and crowd management—all of which are critical for my employment as a seasonal worker</i>
What are some of the challenges you typically face in your role during the Hajj season?	It might be difficult to make sure pilgrims adhere to the proper protocols during rites, particularly if they are overwhelmed or inexperienced.
How do you balance your personal life with the demands of working during the Hajj season?	During the Hajj season, I use technology to communicate with my family. Frequent video chats and mails ensure that I stay in touch even with my hectic job schedule.

How do you usually prepare yourself physically and mentally for the demands of the Hajj season?	In the weeks before the Hajj, I walk in congested places to mimic the physical demands. I participate in workshops and group talks to exchange experiences and coping mechanisms in my mind.
What do you find most rewarding about working as a Hajj seasonal worker?	<i>It makes me feel proud to have helped make such a big event run well. Knowing that my little contribution helps many people have a successful pilgrimage makes me happy</i>
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	I believe that my contribution is essential to the Hajj pilgrimage's overall success. I assist in putting into practice efficient crowd control techniques by working with different teams and authorities, guaranteeing a peaceful experience for everyone.
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	Of course. The Hajj season gives me a sense of belonging and purpose, which inspires me to come back every year and put forth my best effort.

CROSS CULTURAL

	Respondent 5
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Cultural differences exist in nonverbal communication cues. Expressions or gestures that are deemed appropriate in one culture could be misinterpreted or viewed as improper in another.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Cultural differences exist in health practices and attitudes. Since some pilgrims can be reluctant to seek medical attention, it is essential to establish confidence and offer healthcare treatments that are suitable for their culture.
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Of course. I participated in a cross-cultural communication training programme before my assignment. I was able to better understand the subtleties of other cultures and communicate with travellers in a polite manner because to this training.
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	I think the training courses do a good job of getting us ready for the Hajj's intercultural aspects. They address important subjects including dispute resolution and cultural standards.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	Hajj workers can engage with pilgrims from all origins in a way that promotes inclusivity and harmony by having a thorough awareness of various cultural norms and traditions.
Can you recall a specific experience of cross-cultural issues when doing your job?	I noticed that pilgrims from different cultural backgrounds varied in their timeliness. While others took a more laid-back attitude, others followed timetables to the letter. To preserve peace during group activities, this diversity necessitated adaptability and comprehension.
What improvements or changes would you suggest to enhance the existing cross-cultural training programs for Hajj workers?	Encourage seasoned employees from different backgrounds to exchange knowledge and experiences in order to create a community of practice and mutual learning.
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims	Without adequate cultural awareness, miscommunications could result in disputes and take away from the pilgrimage's spiritual

during Hajj?	purpose
What strategies do you think could be effective in improving communication and understanding between Hajj workers and pilgrims from different cultural backgrounds?	Give employees the tools they need to handle and settle conflicts or misunderstandings brought on by cultural differences while preserving peace.
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Understanding cultural preferences enables staff to customise services to each pilgrim's needs, improving the standard of care.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	Different people have varying levels of ritual comprehension. For example, some pilgrims may participate more out of custom, while others may have a deep understanding of the ceremonies' historical and spiritual significance.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	Flexible learning options are provided by online courses and virtual simulations, which give employees the tools they need to communicate with people from different cultural backgrounds.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Encouraging pilgrims from diverse backgrounds to participate in exchanges allows employees to gain direct cultural knowledge, which improves empathy and communication abilities.

RELIGIOSITY

	Respondent 5
How would you describe the importance of religion in your life, particularly during the Hajj season?	The rituals of Hajj symbolize submission to Allah's will, embodying humility and devotion.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	Islam teaches respect for all individuals. I embrace the cultural and linguistic diversity of pilgrims, facilitating an inclusive and welcoming atmosphere.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	Certain workplace attire policies conflicted with traditional religious garments during specific religious ceremonies. I engaged in a respectful dialogue with HR, leading to a mutual understanding and temporary adjustments during religious observances.
How do you perceive the connection between your religiosity and your overall job satisfaction?	Believing that excellence is a form of worship, I strive for high-quality work, which boosts my satisfaction and pride in my achievements.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	Observing pilgrims' sincere prayers and supplications inspires me to strengthen my own worship practices and deepens my appreciation for the significance of Hajj.
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	I strive to incorporate Sunnah practices, such as offering additional voluntary prayers, into my daily routine. These acts of worship deepen my connection to the Prophet Muhammad (PBUH) and enrich my spiritual experience.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	Honesty and integrity are core Islamic values. I apply these principles in my work, building trust with pilgrims and colleagues and contributing to a transparent environment.
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	Colleagues who prioritize religious practices might feel more content at work because their faith provides them with a framework for dealing with stress and adversity, leading to a more positive work experience.

How do you think your job satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside of the Hajj season?	The Hajj season job offers a unique type of satisfaction that I haven't found in other jobs. The work is intense, but the sense of contributing to such a significant event for others makes it more fulfilling than any other role I've had
What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	A support network for Hajj workers that includes religious leaders or mentors could enhance their job satisfaction. Having someone to turn to for spiritual guidance during challenging moments would make them feel more supported.
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	I see religiosity shaping my career by inspiring me to choose work environments that respect and support faith. Being a Hajj seasonal worker has shown me how important that is for my personal fulfillment.
Could you share how your religious practices impact your daily work routine during Hajj?	Observing prayer times sometimes requires me to manage my time more efficiently, but it also offers moments of peace that renew my energy during long shifts.
What strategies do you use to balance your work responsibilities with your religious observances?	I start my day early with spiritual preparation, such as reading the Qur'an and praying Fajr. This sets a positive tone and helps me manage the rest of my workday more smoothly
How do you prioritize between work commitments and religious obligations during Hajj?	I always make sure to pray on time, even if it means taking a short break from work. That way, I stay spiritually connected while remaining productive.
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	It's difficult when my job gets physically demanding. I stay spiritually strong by doing dhikr while working and praying as soon as I'm able
How do you recharge or rejuvenate yourself during the demanding Hajj season?	I recharge by spending time in quiet corners, away from the crowd, to reflect and reconnect with my purpose
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	Management should consider shortening excessively long shifts, as fatigue directly affects both performance and spiritual focus.

Respondent 6

	Respondent 6
Name, age, origin.	My name is Fahad Al-Harbi. I'm male, 30 years old, and I have 5 years of work experience.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	I have a background in healthcare, and I've always been drawn to jobs that need me to take care of others. During the Hajj, I joined as a seasonal worker to help pilgrims in need, particularly those who were experiencing health issues.
How many years have you been working as a Hajj seasonal worker?	In my first year as a seasonal worker for the Hajj, I am thrilled to be a part of this unique event and to contribute to the pilgrims' journey.
What motivated you to choose this role as a Hajj seasonal worker?	One of the main reasons I took on this post was the chance to help individuals from all over the world come together for a spiritual purpose and contribute to something as significant and meaningful as Hajj.
Can you describe your typical responsibilities and duties during the Hajj season?	In order to ensure the safety and comfort of the pilgrims, I help with resource preparation and organisation, pilgrim flow management, customer service, and the seamless performance of pilgrimage rituals.
What specific skills or qualifications do you think are important for someone in your role?	It is crucial to understand the customs and processes of the Hajj and to have effective logistical management skills. To help a diverse group of pilgrims, communication skills—especially in various languages—are particularly essential.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	Although I didn't seek formal schooling for this position, I have taken part in specialised training on customer service, logistics linked to the Hajj, and the pilgrimage's spiritual value.
What are some of the challenges you typically face in your role during the Hajj season?	Maintaining order in crowded places is frequently challenging, particularly during Tawaf and Sa'i when there is a shortage of space and strong emotions.
How do you balance your personal life with the demands of working during the Hajj season?	I use stress-reduction and mindfulness practices to strike a balance between my personal and professional lives. This includes quick deep breathing techniques and meditation sessions, which keep me composed and focused in the middle of the chaos.

How do you usually prepare yourself physically and mentally for the demands of the Hajj season?	To make sure my body is well rested, I place a high value on sleep and relaxation. I pray and read spiritual literature in my head to bolster my purpose and determination.
What do you find most rewarding about working as a Hajj seasonal worker?	There is a remarkable sense of solidarity among coworkers during the Hajj season. One of the highlights of the trip is forming close relationships and cooperating to achieve a common objective.
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	It is my responsibility to offer pilgrims who might be feeling overburdened emotional support. I assist them travel with confidence and peace of mind by providing them with direction and assurance.
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	Throughout the Hajj seasons, I intend to continue working. In addition to enabling me to help others, the position deepens my spiritual development.

CROSS CULTURAL

	Respondent 6
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Developing trust in a diverse team can be difficult. If stereotypes or preconceptions are not actively addressed, they may impede candid cooperation.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Disagreements or miscommunications among pilgrims may result from differing interpretations of religious rituals. Maintaining harmony requires fostering understanding and respect for one another.
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Yes, I did participate in a number of orientation seminars that addressed cultural sensitivity and understanding. My ability to manage the various demands and expectations of pilgrims during the Hajj was much enhanced by these workshops.
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	The training's participatory style is what makes it so effective. Role-playing games assist us in foreseeing and handling any cultural misunderstandings.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	Conflicts can occur when millions of people come together. In order to ensure a respectful atmosphere for everyone, Hajj workers should be prepared with techniques for resolving conflicts and upholding harmony.
Can you recall a specific experience of cross-cultural issues when doing your job?	Different communication strategies were discovered through interactions with pilgrims. While direct communication was valued in some cultures, indirect communication was valued in others. It was essential to adjust to various styles in order to guarantee polite and successful encounters.
What improvements or changes would you suggest to enhance the existing cross-cultural training programs for Hajj workers?	Create virtual seminars and online courses to provide access to training, particularly for employees who live far away or have limited mobility.
How do you perceive the	Misunderstandings can provide pilgrims with

impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	important teaching moments that help them develop their empathy and widen their horizons.
What strategies do you think could be effective in improving communication and understanding between Hajj workers and pilgrims from different cultural backgrounds?	Create and put into practice crisis communication plans that take cultural quirks into account to guarantee that the right reactions are given in an emergency.
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Stronger community ties result from employees who are culturally aware building rapport and trust with pilgrims.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	In certain cultures, pilgrims value community and shared experiences, hence they choose to travel in big groups. Others, on the other hand, might decide to go on the journey by themselves in order to ponder.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	During the journey, mentorship from seasoned Hajj workers offers direction and helpful tips on negotiating cultural differences.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Giving employees access to multilingual resources, such pamphlets and online content, helps ensure that pilgrims receive correct and consistent information.

RELIGIOSITY

	Respondent 6
How would you describe the importance of religion in your life, particularly during the Hajj season?	Hajj serves as a spiritual reset, inspiring renewed dedication to living a life aligned with Islamic principles.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	A core component of my faith is upholding moral principles. I make sure that every decision and contact complies with Islamic moral standards.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	Sometimes crucial job deadlines fell on significant religious holidays. I dealt with this by making sure that both work and religious commitments were respected by alerting my superiors well in advance and making plans to finish necessary duties beforehand.
How do you perceive the connection between your religiosity and your overall job satisfaction?	My dedication and job satisfaction are strengthened when I work in settings that honour and accommodate my religious beliefs.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	Working with people from different cultural backgrounds on the Hajj fosters understanding and respect for one another, which reflects Islam's inclusiveness.
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	Prior to starting any activity, I sincerely intend to complete it for Allah's sake. This practice links my behaviours with my religion and turns everyday tasks become acts of worship.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	Islam places a strong emphasis on kindness and empathy. In order to improve pilgrims' spiritual journeys, I try to understand their requirements and provide sympathetic help.
Have you noticed any differences in job satisfaction between colleagues who prioritize	Regarding job satisfaction, I believe there is a distinction. People who place a higher priority on their religion frequently appear to be more content with their work-life balance and endure less stress at

religious practices and those who do not? If so, what are these differences?	work.
How do you think your job satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside of the Hajj season?	As a seasonal worker for the Hajj, my job happiness is unmatched. Compared to my other non-seasonal work, this one is far more fulfilling due to its religious and cultural components and sense of accomplishment.
What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	Hajj seasonal workers would feel more appreciated and respected if their work schedule was balanced to accommodate prayer times and religious observances. This would increase their level of job satisfaction overall.
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	I intend to seek out additional chances in the future to assist people in religious contexts. My desire to continue working in faith-based professions has been reinforced by my experiences as a seasonal Hajj worker.
Could you share how your religious practices impact your daily work routine during Hajj?	My religious activities during the Hajj serve as a reminder of my purpose, which is to assist pilgrims in completing their spiritual journey. That kind of thinking influences how I deal with people and overcome obstacles.
What strategies do you use to balance your work responsibilities with your religious observances?	I take brief breaks from tasks to engage in dhikr, or introspection. I am able to maintain my composure and spiritual connection while maintaining my professional focus thanks to these little spiritual pauses.
How do you prioritize between work commitments and religious obligations during Hajj?	I treat both with the same level of sincerity and attention since I consider my employment to be a part of my religious obligation during the Hajj.
Have you encountered any challenges in balancing	I can become so focused on my work that I forget to pray. I've found that setting reminders and alarms has

your work and religious practices? If so, how have you addressed them?	helped me maintain my religious observance.
How do you recharge or rejuvenate yourself during the demanding Hajj season?	I may maintain my motivation and emotional equilibrium by conversing with encouraging coworkers and exchanging encouraging tales or giggles.
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	Energy and general health throughout lengthy hours would be enhanced by the provision of wholesome meals and appropriate hydration stations across work zones.

Respondent 7

	Respondent 7
Name, age, origin.	My name is Omar Al-Qahtani. I'm male, 27 years old, and I have been working for 3 years.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	My career has been around providing excellent customer service, and I wanted to use my skills in a more fulfilling role. As a seasonal worker during the Hajj, I can assist people in a manner that aligns with my values of decency, hospitality, and service.
How many years have you been working as a Hajj seasonal worker?	I have six years of experience working with the Hajj seasonal team, so I am well-aware of the needs of the pilgrims as well as the practicalities.
What motivated you to choose this role as a Hajj seasonal worker?	I applied for this job because I wanted to learn more about the religious and cultural facets of the Hajj and because I wanted to be a part of something that has such a significant impact on people's lives.
Can you describe your typical responsibilities and duties during the Hajj season?	Overseeing logistics, assisting pilgrims in getting from one place to another, ensuring they are aware of the times of each rite, and assisting with any issues that may arise are all part of my responsibilities during the Hajj.
What specific skills or qualifications do you think are important for someone in your role?	Attention to detail is crucial in this role in order to satisfy pilgrims' needs and guarantee that every aspect of their journey is well-coordinated. Additionally crucial are a deep understanding of cultural sensitivity and strong interpersonal skills.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	No, I haven't received any official education for my role, but I have received extensive hands-on training that has enabled me to understand the pilgrimage process and manage issues with effectiveness.
What are some of the challenges you typically face in your role during the Hajj season?	Managing medical or emotional crises might be challenging since I have to maintain my composure and act quickly to help.

How do you balance your personal life with the demands of working during the Hajj season?	I always try to take brief breaks from my work so that I can rest. These breaks are crucial to maintaining my energy and mental clarity, which improves my wellbeing and productivity at work.
How do you usually prepare yourself physically and mentally for the demands of the Hajj season?	To improve my physical stamina, I incorporate uphill walking within my regimen. I remind myself of the value of compassion and patience, and I mentally set realistic goals.
What do you find most rewarding about working as a Hajj seasonal worker?	Assisting elderly or disabled pilgrims is very fulfilling. Making sure they can perform their rituals with comfort and grace is a big part of my work.
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	I consider my function as a facilitator of cultural exchange when performing the Hajj. By encouraging tolerance and understanding among pilgrims from various backgrounds, I improve the group experience.
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	Yes, I do plan to remain in this position. I am thankful for the opportunity to assist in planning the journey; it has been a rewarding experience.

CROSS CULTURAL

	Respondent 7
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	The subtleties of cultural sensitivity may not always be covered in training and orientation sessions, which could result in inadvertent infractions or miscommunications among employees.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Scheduling may be impacted by varying perspectives on time and timeliness. Clear communication and adaptability are necessary to guarantee that every pilgrim follows the schedule.
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	In fact, I received training that emphasised the value of cultural variety. I gained knowledge of diverse cultural customs and tactics to guarantee inclusive service delivery from the course.
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	Although the training is educational, I believe it might be better adapted to the particular ethnic groups that we regularly see on the Hajj.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	The Hajj may be a physically and emotionally taxing event. Employees should be understanding and patient, keeping in mind that pilgrims might be under stress and need extra help.
Can you recall a specific experience of cross-cultural issues when doing your job?	I came across instances where pilgrims' definitions of modesty differed, particularly with regard to dress. It was crucial to comprehend and honour these cultural standards in order to offer suitable direction and assistance.
What improvements or changes would you suggest to enhance the existing cross-cultural training programs for Hajj workers?	Assess training materials frequently to make sure they cover contemporary cultural dynamics and difficulties encountered during the Hajj season.
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	Logistical plans can be upset by cultural misunderstandings, which can lead to delays and annoyance for pilgrims.
What strategies do you think could be	Give employees the chance to interact with

effective in improving communication and understanding between Hajj workers and pilgrims from different cultural backgrounds?	people from many cultural backgrounds through workshops or neighbourhood gatherings to foster empathy and understanding.
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Improved collaboration and service coordination are fostered by an awareness of the many cultural viewpoints present in the workforce.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	Perceptions of time are influenced by cultural origins. While some pilgrims follow timetables to the letter, others take a more laid-back approach, which can impact coordination and group activities.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	Workers can better comprehend the varied origins of pilgrims by taking part in cultural immersion events.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	A collaborative learning environment is promoted by creating networks where employees can exchange language learning advice and experiences.

RELIGIOSITY

	Respondent 7
How would you describe the importance of religion in your life, particularly during the Hajj season?	Experiencing Hajj provides deep insights into Islamic history and traditions, enriching my spiritual journey.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	I provide sympathetic assistance, taking into account the pilgrims' emotional and spiritual needs while addressing their worries.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	I found it difficult to observe midday prayers in jobs where long hours were expected. I spoke with management about making reasonable accommodations, which led to the establishment of specific areas and times for prayer in the workplace.
How do you perceive the connection between your religiosity and your overall job satisfaction?	My faith inspires me to develop personally and pursue lifelong learning, which drives me to improve my abilities and increase my job satisfaction.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	By offering consolation and support to pilgrims who encounter difficulties on their journey, I am able to uphold the Islamic precept of aiding those in need.
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	I make it a point to do regular Wudu throughout the day, which keeps me both physically and spiritually pure and enables me to carry out my responsibilities with clarity.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	In Islam, respect for others is essential. Regardless of their origin, I treat every pilgrim with respect, fostering a civil and peaceful environment throughout the Hajj.
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	Religious coworkers frequently appear to find a greater feeling of fulfilment in their work, which may increase their level of satisfaction. Their religious beliefs may provide a distinctive perspective on their work environment.
How do you think your job satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside of the	I feel more purposeful working as a seasonal Hajj worker than I did at my past occupations. It is incredibly fulfilling to interact with individuals from all around the world and have the opportunity to

Hajj season?	support their spiritual development.
What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	Religious workers would benefit from having peaceful areas for prayer and introspection during breaks, enabling them to continue their spiritual activities in a supportive setting while working throughout the Hajj season.
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	My religious beliefs will always have an impact on my career aspirations. Working during the Hajj season is one example of a professional route that would allow me to maintain my spiritual connection while earning a living.
Could you share how your religious practices impact your daily work routine during Hajj?	My daily Hajj prayers give me time to think and help me break up the hectic workday. It helps me stay mentally and spiritually balanced.
What strategies do you use to balance your work responsibilities with your religious observances?	Setting job and religion as priorities enables me to have a balanced outlook. I strive to do my best in both areas because I see my work as an extension of my beliefs.
How do you prioritize between work commitments and religious obligations during Hajj?	In order to avoid compromising either work or worship during the Hajj season, I plan my tasks around prayer hours.
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	For me, it's difficult to stay focused when working and worshipping. In order to maintain equilibrium, I've started to meditate and take quick rests.
How do you recharge or rejuvenate yourself during the demanding Hajj season?	Even if it's only for a little while, I make an effort to obtain good sleep during the off-peak hours. Getting enough sleep has a big impact on how I manage stress.
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	Supervisors and employees should communicate more openly to discuss workload and come up with adaptable solutions when necessary.

Respondent 8

	Respondent 8
Name, age, origin.	My name is Sohaib Abu-Shal. I'm male, 29 years old, and I have 4 years of work experience.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	I'm a former teacher, and after years of teaching, I was looking for a change of pace that would let me try something new and help with a significant religious event. The Hajj was the ideal occasion to do so.
How many years have you been working as a Hajj seasonal worker?	After three years of working as a seasonal employee for Hajj, I still find the experience to be both extremely gratifying and hard.
What motivated you to choose this role as a Hajj seasonal worker?	Serving people and volunteering have always been very important to me. Serving a huge number of people in a meaningful way was made possible by my opportunity to work as a seasonal worker during the Hajj.
Can you describe your typical responsibilities and duties during the Hajj season?	I assist pilgrims by giving them precise instructions on how to carry out the rites, assisting them with any medical or travel-related concerns, and making sure they receive proper care during the journey.
What specific skills or qualifications do you think are important for someone in your role?	Interacting with pilgrims and making them feel at ease requires strong interpersonal skills. Furthermore, it is essential to my job that I have the capacity to manage logistics under time pressure and collaborate with others.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	I have specialised training in pilgrimage management, cultural awareness, and logistics coordination to assist pilgrims during their journey, even if I don't have a formal degree relevant to my role.
What are some of the challenges you typically face in your role during the Hajj season?	Dealing with lost or separated pilgrims is one of the most difficult aspects of the job, particularly if they have poor communication skills.
How do you balance your personal life with the demands of working during the Hajj season?	I spoke to my family about my impending obligations before the Hajj season starts, laying out expectations and making plans for minimal communication. During this hectic time, this proactive approach aids in maintaining interpersonal connections.
How do you usually prepare yourself physically and mentally for the demands of the Hajj season?	To avoid tiredness, I concentrate on core strengthening exercises. I mentally reduce my exposure to stimuli and use deep breathing exercises to maintain my composure.

What do you find most rewarding about working as a Hajj seasonal worker?	The Hajj has an unmatched spiritual aura. Serving others in such an atmosphere fosters my own spiritual development.
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	The Hajj has an unmatched spiritual aura. Serving others in such an atmosphere fosters my own spiritual development.
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	I envisage myself staying on as a seasonal labourer for the Hajj. The position offers a special opportunity to positively influence many people's lives.

CROSS CULTURAL

	Respondent 8
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Different cultures have different ways of making decisions; some value group agreement, while others value individualism more. This can have an impact on the effectiveness and dynamics of a team.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Disparities in modesty expectations and dress codes may cause offence or discomfort. By teaching pilgrims appropriate clothing, miscommunications can be avoided.
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Yes, I took part in a cross-cultural training course that featured role-playing games and interactive simulations. My comprehension of cultural dynamics and my ability to interact with others were both strengthened by this practical approach.
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	Although the current programmes offer a strong basis, their efficacy could be increased by adding additional real-life case studies.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	Employees who are knowledgeable about the Hajj's customs and religious significance are better equipped to lead pilgrims and carry out their responsibilities with dignity.
Can you recall a specific experience of cross-cultural issues when doing your job?	Misunderstandings led to conflicts amongst pilgrims from various cultural backgrounds. It was easier to settle these disputes amicably by using conflict resolution techniques that took cultural variations into account.
What improvements or changes would you suggest to enhance the existing cross-cultural training programs for Hajj workers?	Employees can improve their relationships with pilgrims by learning to identify, control, and comprehend their own emotions as well as those of others.
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	As pilgrims discover the universality of their faith, overcoming cultural obstacles can result in deep spiritual experiences.
What strategies do you think could be effective in improving	Provide avenues for pilgrims to offer input on communication efficacy and cultural sensitivity so that

communication and understanding between Hajj workers and pilgrims from different cultural backgrounds?	improvements can be made continuously.
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Employees with cultural competency are more prepared and provide higher-quality services, which emphasises the necessity for focused training.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	The degree to which pilgrims communicate directly varies. While some cultures rely on non-verbal clues and subtle hints, others prefer clear instructions and feedback, which could result in misunderstandings.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	Employees who receive training on religious and cultural etiquette are guaranteed to respect and follow pilgrims' traditions and customs.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Employees who have received specialised training in emergency words and procedures are guaranteed to be able to help pilgrims in dire circumstances.

RELIGIOSITY

	Respondent 8
How would you describe the importance of religion in your life, particularly during the Hajj season?	The Hajj's uniform clothing and common customs highlight how all Muslims are equal and transcend material differences.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	Islam promotes collaboration and community. I actively interact with coworkers, encouraging a spirit of cooperation to improve the pilgrim experience as a whole.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	I periodically encountered circumstances when working in customer service where the expectations of the customer clashed with my religious beliefs, as during times when I was fasting. In order to ensure transparency and respect for my religious convictions, I managed this by establishing clear limits and communicating my availability to clients.
How do you perceive the connection between your religiosity and your overall job satisfaction?	I can keep a happy attitude and be more resilient and satisfied with my work when I see setbacks as opportunities to test my beliefs.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	Giving away food and drink during the Hajj is an example of a philanthropic activity that is in line with Islam's emphasis on compassion and generosity.
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	Giving water to pilgrims is an example of an act of charity that complies with Islamic principles and gives my work meaning and fulfilment.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	A fundamental component of Islamic beliefs is gratitude. I convey my gratitude for the chance to serve, which enhances my professional background and deepens my ties to the Hajj mission.
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	Religious coworkers, in my experience, tend to value harmonious relationships at work and see their roles as part of a broader mission, which leads to increased job satisfaction.

How do you think your job satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside of the Hajj season?	As a seasonal worker for the Hajj, I am far more satisfied with my employment than I was in my past positions. The job feels much more meaningful because of its unique nature, the spirituality it involves, and the service it provides to the pilgrims.
What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	Offering Hajj workers the chance to participate in religious events or group prayers as part of their daily schedule may foster a sense of camaraderie and purpose, which will increase job satisfaction.
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	My faith will have a significant impact on my future professional choices. Like my Hajj work, I want to find positions where I feel like I'm making a difference and that are consistent with my values.
Could you share how your religious practices impact your daily work routine during Hajj?	My daily schedule includes reading the Qur'an, making duo, and fasting even while I'm working. I am able to maintain my spiritual connection and my attention on the larger goal of my position thanks to these activities.
What strategies do you use to balance your work responsibilities with your religious observances?	I never waste time in prayer or spiritual thought during breaks at work since I always carry a tiny prayer mat and the Qur'an with me.
How do you prioritize between work commitments and religious obligations during Hajj?	I strike a balance between the two by finishing things as soon as possible so that I can concentrate on my religious obligations during crucial times.
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	I've had difficulties when my job and prayer schedules conflict. Being open and honest with my team fosters comprehension and adaptability.
How do you recharge or rejuvenate yourself during the demanding Hajj season?	In my spare time, I listen to soothing Islamic lectures, or nasheeds, to improve my mood and sharpen my concentration.
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	Providing group reflections or spiritual development events can improve morale and keep employees focused on the Hajj's mission.

Respondent 9

	Respondent 9
Name, age, origin.	My name is Youssef Al-Khalid. I'm male, 33 years old, and I have been working for 5 years.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	Prior to participating in the Hajj, I worked in supply chain management and logistics. I had a solid basis in management and organisation from my past, which helped me deal with the challenges of working on an event of this magnitude.
How many years have you been working as a Hajj seasonal worker?	I've been a seasonal employee for the Hajj for two years now, and I'm excited to use the knowledge I gained in my first year to help the pilgrims have a better experience.
What motivated you to choose this role as a Hajj seasonal worker?	I was inspired to apply for this job and help make the Hajj a success by the prospect of aiding the logistics efforts of such a massive, international event.
Can you describe your typical responsibilities and duties during the Hajj season?	My responsibilities include giving pilgrims vital information about their schedules, assisting them with lodging and mobility, seeing to their transportation needs, and making sure they have all they require in order to carry out the rites correctly.
What specific skills or qualifications do you think are important for someone in your role?	It is crucial to have a thorough understanding of the logistics of the Hajj and to be able to maintain organisation in a hectic setting. Effective communication is also essential for leading and supporting the pilgrims.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	I've taken part in official training courses covering crowd management, safety procedures, and customer service—all of which are critical for seasonal labourers performing the Hajj.
What are some of the challenges you typically face in your role during the Hajj season?	It can occasionally be difficult to coordinate across teams or departments, particularly when quick decisions need to be made.
How do you balance your personal life with the demands of working during the Hajj season?	I have a solid support system of coworkers who are aware of the rigours of the Hajj season. By helping one another manage our responsibilities, we can occasionally take personal time and prevent burnout.
How do you usually prepare yourself physically and mentally for the demands of the Hajj season?	My flexibility and balance have improved with regular yoga practices. I mentally record my ideas in a journal to help me stay focused during the Hajj

	season.
What do you find most rewarding about working as a Hajj seasonal worker?	The significance of our duties is reaffirmed when pilgrims express gratitude and pleasant comments. The greatest rewards are their pleasure and contentment.
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	I see myself as a safety guardian, making sure that emergency procedures are followed and properly conveyed. This readiness guarantees a prompt reaction when necessary and helps avoid mishaps.
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	Of course. Assisting pilgrims on the Hajj brings me an unmatched sense of fulfilment, and I look forward to carrying on this work in the future.

CROSS CULTURAL

	Respondent 9
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Conflict resolution styles vary. Some individuals may avoid confrontation, while others address issues directly, potentially leading to unresolved tensions.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Some pilgrims may have limited experience with large crowds, leading to anxiety or stress. Providing reassurance and support helps them navigate the crowded environment.
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Absolutely. The formal training I received emphasized the importance of empathy and cultural sensitivity. It prepared me to address the unique challenges that arise when serving a multicultural group of pilgrims
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	I appreciate the emphasis on cultural awareness in the training. It has made me more conscious of my behavior and its impact on pilgrims.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	Working cohesively with colleagues from diverse backgrounds is essential. Hajj workers should be collaborative, sharing responsibilities and supporting one another to provide the best service to pilgrims.
Can you recall a specific experience of cross-cultural issues when doing your job?	I had to familiarize myself with the diverse religious practices of pilgrims to provide accurate assistance. This included understanding various prayer rituals and customs, ensuring that all pilgrims felt respected and supported
What improvements or changes would you suggest to enhance the existing cross-cultural training programs for Hajj workers?	Establish systems for workers to receive feedback on their cultural interactions, promoting continuous improvement and self-awareness
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	Navigating cultural differences can reinforce pilgrims' understanding of their own traditions, deepening their religious commitment.
What strategies do you think could be effective in improving communication and understanding between Hajj workers and pilgrims from different cultural	Leverage mobile apps and digital platforms to disseminate information and facilitate real-time communication between workers and pilgrims.

backgrounds?	
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Culturally aware workers can adapt services to accommodate a wide range of pilgrim backgrounds, enhancing service accessibility.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	When disagreements arise, cultural norms dictate responses. Some pilgrims may confront issues openly, while others might seek mediation through community elders or religious leaders.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	Courses on crisis communication prepare workers to handle emergencies effectively, considering the cultural sensitivities of all involved.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Incorporating translation devices and software helps bridge language gaps, especially in complex or technical communication scenarios.

RELIGIOSITY

	Respondent 9
How would you describe the importance of religion in your life, particularly during the Hajj season?	The physical demands of Hajj mirror the spiritual challenges of faith, teaching perseverance and resilience.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	Respecting time as a valuable resource, I adhere to schedules and deadlines, ensuring efficient operations during the Hajj season.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	Business trips sometimes coincided with significant religious events. I addressed this by proposing alternative travel dates or virtual participation in events, ensuring that my religious obligations were respected without hindering work responsibilities.
How do you perceive the connection between your religiosity and your overall job satisfaction?	My religious teachings inspire me to assist others, fostering a sense of fulfillment when I can support colleagues or contribute to community initiatives.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	The structured environment of Hajj encourages personal discipline in daily routines, fostering a closer adherence to Islamic principles in my own life
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	Attending Islamic lectures and discussions during breaks enhances my understanding of faith and provides spiritual nourishment, helping me stay grounded in my beliefs.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	My role allows me to grow spiritually by serving others. I view my work as a means to earn rewards in the Hereafter, aligning my professional duties with my religious aspirations.
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	Yes, there seems to be a difference. Those who follow religious practices often report more satisfaction, possibly because they believe their work serves a higher purpose aligned with their faith.
How do you think your job satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside	I find my job satisfaction during the Hajj season to be much greater. While other jobs felt more focused on tasks and objectives, this role

of the Hajj season?	provides a sense of spiritual fulfillment that others couldn't offer.
What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	Ensuring that the work environment is respectful of religious values and practices would increase job satisfaction for Hajj seasonal workers. This could include providing halal food options and creating an inclusive, respectful atmosphere
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	I envision religiosity continuing to guide me toward roles with social and spiritual value. Being a Hajj seasonal worker gave me a sense of peace that I would like to carry into all future opportunities.
Could you share how your religious practices impact your daily work routine during Hajj?	Religious practices help me stay patient and compassionate. When things get hectic, I remember that helping others during Hajj is also part of my worship.
What strategies do you use to balance your work responsibilities with your religious observances?	I make sure to stay organized by keeping a daily schedule. This way, I can complete my responsibilities and still have dedicated time for prayer and worship
How do you prioritize between work commitments and religious obligations during Hajj?	I treat my work as an act of worship, especially during Hajj, which helps me prioritize both without conflict
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	During the busy Hajj season, I sometimes feel spiritually distant. I make it a habit to read the Qur'an briefly each day to reconnect.
How do you recharge or rejuvenate yourself during the demanding Hajj season?	I take slow walks during break time, which helps me mentally reset and gives my body a chance to relax
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	Better transportation options or accommodations closer to work sites would reduce commute time and increase rest periods.

Respondent 10

	Respondent 10
Name, age, origin.	My name is Hesham Al-Turkey. I'm male, 25 years old, and I have 2 years of work experience.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	I've volunteered in a variety of roles, but the chance to help during the Hajj appealed to me because it's a time when millions of people from all over the world gather for a spiritual journey. I applied because I wanted to learn more about this holy occasion and help.
How many years have you been working as a Hajj seasonal worker?	Over the course of my seven years as a seasonal Hajj worker, I have seen both the event's expansion and the pilgrims' growing diversity.
What motivated you to choose this role as a Hajj seasonal worker?	I was inspired to accept this position as a seasonal worker during Hajj by the honour and responsibility of assisting pilgrims from all around the world on their holy pilgrimage.
Can you describe your typical responsibilities and duties during the Hajj season?	I help pilgrims find their way around the holy locations, arrange transportation for them, give them advice on rituals, and make sure their trip is as easy and stress-free as possible.
What specific skills or qualifications do you think are important for someone in your role?	Since circumstances might change rapidly during the Hajj season, flexibility and adaptability are essential in this position. In order to give the pilgrims the assistance they require, it is also advantageous to have prior experience in customer service or hospitality.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	Although I lack formal academic training, I have received training in the specialised responsibilities of a Hajj worker, including handling pilgrim logistics, helping with rituals, and offering emergency support as required.
What are some of the challenges you typically face in your role during the Hajj season?	Our ability to concentrate and perform can be impacted by the difficulty of resting due to the large number of people and the hectic schedules.
How do you balance your personal life with the demands of working during the Hajj season?	During the Hajj, juggling personal obligations requires self-control and time management. I follow a planned timetable that strikes a healthy mix between work, relaxation, and quick social encounters.
How do you usually prepare yourself physically and mentally for the	I get ready by doing things outside to gradually get used to the heat. I perform community service to

demands of the Hajj season?	develop empathy and resilience in my mind.
What do you find most rewarding about working as a Hajj seasonal worker?	Every Hajj season has its own set of difficulties, and conquering them gives one a feeling of success. Seeing the observable outcomes of our combined efforts is satisfying.
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	I can make pilgrims with special needs more accessible because of my position. I make sure that everyone can fully engage in the pilgrimage experience by offering specialised help.
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	Yes, I plan to continue participating in the Hajj seasons. I appreciate the chance to contribute, and the experience is enlightening on both a professional and personal level.

CROSS CULTURAL

	Respondent 10
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Cultural differences exist in how people perceive time. Some place a higher value on strict schedule observance, while others have a more flexible stance, which has an impact on synchronisation.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	The level of technological literacy among pilgrims varies. Alternative forms of communication may be necessary for those who have trouble using digital technologies for information or navigation.
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Yes, I had a thorough orientation that included the Hajj pilgrimage's cultural facets. The training sessions taught participants important skills for politely interacting with pilgrims from different cultural backgrounds.
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	The training sessions have been successful in emphasising the value of nonverbal communication, which is especially important in situations where there are language limitations.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	During the Hajj, unforeseen difficulties could occur. Strong problem-solving abilities are necessary for employees to handle problems quickly and effectively, reducing interruptions to the pilgrimage experience.
Can you recall a specific experience of cross-cultural issues when doing your job?	It was necessary to comprehend different dietary preferences and limits in order to prepare meals for a diverse group of pilgrims. This event highlighted how crucial cultural sensitivity is to delivering the right services.
What improvements or changes would you suggest to enhance the existing cross-cultural training programs for Hajj workers?	Give employees the tools they need to handle and settle cultural misunderstandings or disputes so that pilgrims can live in harmony.
How do you perceive the impact of cultural	A more inviting atmosphere for all pilgrims

misunderstandings on the overall experience of pilgrims during Hajj?	can result from misunderstandings that point out areas where hospitality should be enhanced.
What strategies do you think could be effective in improving communication and understanding between Hajj workers and pilgrims from different cultural backgrounds?	To guarantee polite and informed contacts, offer training on the religious and cultural customs of different pilgrim groups.
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Comprehending religious traditions guarantees that services honour and correspond with pilgrims' spiritual requirements.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	Diverse group dynamics result from pilgrims' differing levels of respect for authoritative persons. While some pilgrims quickly obey orders from leaders, others challenge them.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	By putting feedback systems in place, employees can gain knowledge from their interactions and keep becoming more culturally competent.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Communication is improved and the pilgrimage experience is enhanced when bilingual volunteers are encouraged to serve in language support roles.

RELIGIOSITY

	Respondent 10
How would you describe the importance of religion in your life, particularly during the Hajj season?	The pilgrimage provides opportunities for in-depth introspection, which enables me to evaluate my life and pursue spiritual development.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	I address disagreements calmly and look for cooperative solutions, in accordance with Islamic teachings on peace and reconciliation.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	Ramadan evening prayers clashed with times when overtime was required. My boss and I talked about flexible work schedules, which let me successfully balance my work and religious obligations.
How do you perceive the connection between your religiosity and your overall job satisfaction?	I look for jobs that provide flexibility because I value family and community time as part of my religious practice, which improves my general happiness and job satisfaction.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	My religious identity and dedication to Islamic principles are strengthened when I immerse myself in the hallowed surroundings of Mecca and Medina.
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	During Hajj, I make it a practice to thank God for the chance to serve. My spiritual connection is strengthened and contentment is fostered when I acknowledge the rewards in my work.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	Islam offers a code of ethics for conduct. I make sure that my actions reflect the high standards set by my faith by following ethical rules in my work.
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	I've seen that religious people are more likely to bounce back from setbacks at work, which may increase their job happiness. They appear to be better able to handle stress because of their faith.
How do you think your job satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside of the Hajj season?	Compared to other positions, I feel far more invested in my work as a seasonal Hajj worker. The relationship with pilgrims adds a degree of job satisfaction I didn't find anywhere else, and the work is challenging but rewarding.

What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	The emotional and spiritual support required to sustain high job satisfaction may be provided by establishing routine check-ins with mentors or religious supervisors who are aware of the spiritual needs of Hajj workers.
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	I believe that my deep religious convictions will guide me to fulfilling employment. Long-term prospects in Hajj operations or other religious services that align with my mission would be fantastic.
Could you share how your religious practices impact your daily work routine during Hajj?	By scheduling my work breaks around prayer times, I am able to perform my obligations as an employee and maintain consistency in my ibadah.
What strategies do you use to balance your work responsibilities with your religious observances?	To maintain my religion, especially on hectic days, I make an effort to read religious materials or offer voluntary prayers during longer intervals.
How do you prioritize between work commitments and religious obligations during Hajj?	My top goal is to fulfil my business commitments while maintaining the ability to fully focus on my religious duties.
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	Fasting while performing physically intense job has proven to be challenging for me. I cope by drinking enough of water during suhoor and taking quick breaks when I can.
How do you recharge or rejuvenate yourself during the demanding Hajj season?	During the Hajj, I remind myself of the spiritual benefits of serving. Just thinking about it gives me new energy and purpose.
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	To enhance employees' everyday working experiences, I recommend holding frequent feedback sessions so they can voice their worries and suggestions.

Respondent 11

	Respondent 11
Name, age, origin.	My name is Lamis Al-Abbasi. I'm female, 38 years old, and I have been working for 4 years.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	I have a background in hotel management, which has equipped me with a great deal of customer service expertise. I wanted to contribute to the smooth running of accommodations and services for pilgrims during Hajj, and the opportunity to work as a seasonal employee appealed to me.
How many years have you been working as a Hajj seasonal worker?	This is my fourth year as a seasonal worker during Hajj, and I continue to find it to be a life-changing experience each year.
What motivated you to choose this role as a Hajj seasonal worker?	I was motivated by my passion for serving others, and I saw this opportunity as a way to make a positive impact on the lives of the pilgrims during one of the most important events in their lives.
Can you describe your typical responsibilities and duties during the Hajj season?	My typical responsibilities include helping pilgrims check-in, coordinating their movement between different Hajj sites, providing emotional and logistical support, and ensuring they understand the process and timing for each ritual.
What specific skills or qualifications do you think are important for someone in your role?	Strong organizational skills are necessary to coordinate logistics and ensure everything runs smoothly. In addition, empathy and patience are important for dealing with the emotional and spiritual needs of the pilgrims
Have you received any formal training or education related to your work as a Hajj seasonal worker?	Yes, I received training on crowd management, logistics coordination, and emergency response, which is essential for handling the large number of pilgrims during Hajj. It helped me feel prepared for the role.
What are some of the challenges you typically face in your role during the Hajj season?	Weather conditions, such as extreme heat or sudden sandstorms, often pose additional challenges for both workers and pilgrims.
How do you balance your personal life with the demands of working during the Hajj season?	I focus on maintaining a healthy lifestyle during the Hajj season by eating nutritious meals and getting adequate sleep. This physical well-being supports my ability to perform effectively at work and stay

	connected personally
How do you usually prepare yourself physically and mentally for the demands of the Hajj season?	I consult with a fitness coach to tailor a program suited for the physical demands of Hajj. Mentally, I attend seminars that focus on mental health and stress management
What do you find most rewarding about working as a Hajj seasonal worker?	Educating pilgrims about the rituals and guiding them through the process is fulfilling. Helping them understand and perform their duties correctly adds value to their experience.
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	I see my role as a conduit for information, keeping pilgrims informed about schedules, procedures, and any changes. This transparency helps reduce confusion and enhances their overall experience
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	I plan to continue working as a Hajj seasonal worker. The role offers a sense of purpose and allows me to be part of something greater than myself.

CROSS CULTURAL

	Respondent 11
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Workplace humor or informal interactions may not translate well across cultures, risking misinterpretation or discomfort among team members.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Environmental acclimatization can be challenging for pilgrims from different climates. Assisting them in adjusting to the local weather conditions is important for their well-being.
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Certainly. I was part of a training initiative that aimed to enhance our cultural competence. The program covered topics such as cultural norms, communication styles, and conflict resolution strategies
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	I find the training to be a valuable resource. It equips us with the necessary tools to navigate the complexities of serving a diverse pilgrim population.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	Understanding and respecting the hierarchical structures within the Hajj organization ensures smooth coordination and effective implementation of tasks and responsibilities.
Can you recall a specific experience of cross-cultural issues when doing your job?	I noticed varying levels of respect for authority among pilgrims from different cultures. Some were more deferential, while others questioned instructions. Recognizing these differences helped in managing group dynamics effectively
What improvements or changes would you suggest to enhance the existing cross-cultural training programs for Hajj workers?	Organize cultural exchange sessions or immersion activities to deepen workers' understanding of the diverse backgrounds of pilgrims.
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	Addressing cultural misunderstandings can promote a sense of global Muslim unity, emphasizing shared beliefs over differences.
What strategies do you think could be effective in improving communication and understanding between Hajj workers and pilgrims from different cultural backgrounds?	Utilize universally recognizable symbols and clear signage to assist pilgrims in navigating the pilgrimage sites without confusion.
How do you think cultural competence among	Cultural competence helps identify and address

Hajj workers influences the quality of services provided during the Hajj season?	health disparities among different pilgrim groups, promoting equity.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	Younger pilgrims or those from urban areas might embrace technological aids like navigation apps, whereas older pilgrims or those from rural regions may prefer traditional methods.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	Collaborating with anthropologists and sociologists provides deeper insights into the cultural dynamics of the pilgrim population.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Implementing systems where pilgrims can provide feedback on language assistance services helps identify areas for improvement and tailor training programs accordingly.

RELIGIOSITY

	Respondent 11
How would you describe the importance of religion in your life, particularly during the Hajj season?	Interacting with fellow pilgrims fosters a sense of global community, strengthening bonds among Muslims worldwide.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	Recognizing that all roles are valuable, I perform my duties humbly, without seeking undue recognition, focusing solely on serving pilgrims.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	Taking extended leave for religious pilgrimages required careful planning. I coordinated with my team to delegate responsibilities and ensured that my absence would not disrupt ongoing projects, maintaining professionalism while honoring my religious commitments.
How do you perceive the connection between your religiosity and your overall job satisfaction?	Engaging in workplace communities that share similar values provides a supportive network, enriching my work experience.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	Sharing the pilgrimage experience with fellow Muslims creates a profound sense of solidarity and collective worship, reinforcing the bonds of faith.
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	I strive to maintain a positive attitude and patience, reflecting the Islamic virtues of tolerance and kindness, which enhances both my spiritual well-being and the experience of those I serve.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	Islam promotes understanding and tolerance. I approach interactions with pilgrims from various cultures with sensitivity, fostering an inclusive environment during Hajj.
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	There's a clear difference in job satisfaction. Colleagues who prioritize religious practices seem to feel more fulfilled, perhaps because they find comfort in their faith even in the face of difficult work situations.
How do you think your job satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside of the Hajj season?	My job satisfaction during the Hajj season is definitely higher. The sense of helping others on their spiritual journey brings me more joy and fulfillment compared to the more routine and transactional roles I've held in the past.
What support or resources do you	Offering incentives such as spiritual retreats or time

think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	off for religious reflection would be a meaningful way to support Hajj workers who value their faith, allowing them to rejuvenate both physically and spiritually.
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	Religiosity gives me direction in both life and work. I plan to use it as a compass in shaping a career that's not just about success, but about serving others in spiritually important moments.
Could you share how your religious practices impact your daily work routine during Hajj?	Being spiritually active during Hajj reminds me to work with humility and empathy. It's not just a job Respondent1 it's a chance to serve others during one of the most sacred events in Islam.
What strategies do you use to balance your work responsibilities with your religious observances?	I remind myself that balancing work and worship is a form of discipline. Staying disciplined helps me stay accountable in both areas
How do you prioritize between work commitments and religious obligations during Hajj?	I set boundaries between tasks and prayers to ensure I give enough time and focus to each responsibility
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	Working late shifts made me miss congregational prayers. Now, I pray in small groups with colleagues whenever we can
How do you recharge or rejuvenate yourself during the demanding Hajj season?	A simple act like washing my face or doing wudhu refreshes me both physically and spiritually during long shifts
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	Ensuring there is enough staff to cover tasks can prevent burnout and allow everyone to have sufficient time for worship and rest

Respondent 12

	Respondent 12
Name, age, origin.	My name is Huda Al-Amin. I'm female, 31 years old, and I have 1 year of work experience.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	After years of working in administrative roles, I sought a new challenge where I could help people in a more hands-on way. I decided to join the Hajj workforce to be part of a team that provides logistical and spiritual support to pilgrims.
How many years have you been working as a Hajj seasonal worker?	I've been working as a Hajj seasonal worker for one year, and it has been an incredible journey of service, teamwork, and spiritual growth.
What motivated you to choose this role as a Hajj seasonal worker?	As someone with a background in customer service, I saw Hajj as an incredible opportunity to apply my skills in a context that also aligns with my values of service and cultural respect.
Can you describe your typical responsibilities and duties during the Hajj season?	I help pilgrims by assisting them with check-in procedures, offering guidance on how to complete the various Hajj rites, helping manage their transportation, and addressing any urgent concerns they might have.
What specific skills or qualifications do you think are important for someone in your role?	It's important to have a calm and composed demeanor, especially when dealing with large crowds. A solid understanding of the Hajj rituals and the ability to communicate well with people from different backgrounds are also essential.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	I haven't received formal education for this role, but I've completed several in-depth workshops on Hajj procedures, pilgrim support, and health and safety measures, which have been incredibly helpful.
What are some of the challenges you typically face in your role during the Hajj season?	Making sure that transportation is on time and that all pilgrims reach their destinations safely can be very stressful.
How do you balance your personal life with the demands of working during the Hajj season?	I find solace in spiritual practices during the Hajj season, which helps me cope with the demands of work and the distance from family. Regular prayers and reflections provide inner peace and balance.
How do you usually prepare yourself physically and	Cycling and swimming are part of my routine to enhance cardiovascular health. Mentally, I practice gratitude daily to

mentally for the demands of the Hajj season?	maintain a positive outlook.
What do you find most rewarding about working as a Hajj seasonal worker?	The opportunity to practice patience and empathy daily enriches my personal development. These experiences extend beyond work and positively impact other areas of my life
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	As a Hajj worker, I play a part in the continuous improvement of pilgrimage operations. By providing feedback and insights from the ground, I help identify areas for enhancement in future events
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	Certainly. The Hajj season is a time of unity and service, and I am committed to being part of the team that supports this sacred event.

CROSS CULTURAL

	Respondent 12
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Feedback mechanisms can be challenging; in some cultures, direct criticism is avoided, making it harder to address performance issues constructively.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Different conflict resolution styles can lead to escalated tensions. Training staff in cross-cultural communication helps in de-escalating potential conflicts.
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Yes, I attended a cross-cultural training workshop that was crucial in preparing me for my role. The workshop provided practical tools and techniques to navigate cultural differences effectively
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	The cross-cultural training has enhanced my ability to work collaboratively with colleagues from different backgrounds, improving overall team efficiency.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	Approaching interactions with a mindset of cultural humility, acknowledging the limitations of one's own cultural perspective, fosters mutual respect and learning between workers and pilgrims.
Can you recall a specific experience of cross-cultural issues when doing your job?	Interacting with pilgrims revealed diverse attitudes toward gender roles. Some cultures had more traditional views, while others were more egalitarian. Being sensitive to these differences ensured respectful and inclusive interactions.
What improvements or changes would you suggest to enhance the existing cross-cultural training programs for Hajj workers?	Partner with anthropologists, sociologists, or cultural consultants to provide specialized training sessions, enriching workers' cultural knowledge
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	Experiencing and resolving misunderstandings can highlight the importance of tolerance, a core value in Islamic teachings.

What strategies do you think could be effective in improving communication and understanding between Hajj workers and pilgrims from different cultural backgrounds?	Promote empathy among workers by highlighting the emotional and spiritual significance of the Hajj journey for pilgrims.
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Workers skilled in cultural awareness can manage emergencies more effectively by understanding diverse responses to crises.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	Expectations regarding financial contributions to communal activities can differ, with some pilgrims viewing it as a mandatory duty and others as a voluntary act of generosity.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	Training in conflict resolution equips workers with strategies to address and resolve cultural misunderstandings amicably.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Training workers in culturally sensitive crisis communication prepares them to handle emergencies effectively while respecting linguistic diversity.

RELIGIOSITY

	Respondent 12
How would you describe the importance of religion in your life, particularly during the Hajj season?	Hajj acts as a powerful reminder of the core tenets of Islam, reinforcing my commitment to the faith.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	Taking responsibility for my actions is crucial. I acknowledge mistakes and work diligently to rectify them, maintaining professionalism at all times.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	Workplace celebrations during fasting periods presented challenges. I communicated my observance to colleagues and suggested alternative ways to participate, such as joining in post-fasting hours, fostering understanding and inclusivity.
How do you perceive the connection between your religiosity and your overall job satisfaction?	My faith teaches contentment with less, reducing workplace competition and stress, leading to a more satisfying work life.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	Participating in rituals that commemorate the actions of Prophet Ibrahim and Prophet Muhammad allows me to connect deeply with Islamic history and teachings
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	Participating in group prayers with fellow workers fosters a sense of community and collective worship, reinforcing the bonds of faith and enhancing the spiritual atmosphere.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	The concept of Ummah (community) is central in Islam. I contribute to building a supportive community among pilgrims and fellow workers, enhancing the collective Hajj experience.
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	Religious colleagues often exhibit more job satisfaction, as their spiritual practices seem to offer them a sense of balance and calmness that positively influences their work performance and happiness.
How do you think your job satisfaction as a Hajj seasonal	The job satisfaction I experience as a Hajj seasonal worker is on a different level. The work itself is more

worker compares to other jobs or roles you've held outside of the Hajj season?	emotionally and spiritually rewarding compared to other non-seasonal jobs that I've had, which were more focused on profit or task completion
What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	Access to healthcare services that align with religious practices, such as options for prayer space in medical facilities, could enhance the job satisfaction of religious Hajj seasonal workers by supporting their physical and spiritual well-being.
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	My faith has shown me the kind of work that brings real joy. As a Hajj seasonal worker, I've realized that I want to build a future in areas where religiosity is appreciated and encouraged.
Could you share how your religious practices impact your daily work routine during Hajj?	I use every free moment to engage in quiet remembrance of Allah. This habit keeps me calm and focused, even when the workload gets heavy.
What strategies do you use to balance your work responsibilities with your religious observances?	I ask for support from my supervisor when needed, especially during intense work shifts, to ensure I can step aside for a few minutes to pray without disrupting the team
How do you prioritize between work commitments and religious obligations during Hajj?	I make use of any downtime at work to engage in quiet worship or reflection, helping me stay balanced throughout the day.
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	It's been challenging when I felt my spiritual needs were being neglected. I addressed this by treating my work itself as a form of worship
How do you recharge or rejuvenate yourself during the demanding Hajj season?	I stay connected with family and friends through short messages it helps me feel supported and motivated
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	Providing training on time and stress management before the Hajj season starts could better prepare us for the challenges.

Respondent 13

	Respondent 13
Name, age, origin.	My name is Ranim Al-Yamani. I'm female, 36 years old, and I have been working for 3 years.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	My background is in religious studies, and I've always had an interest in Islamic culture and practices. Working as a seasonal worker during Hajj seemed like a natural way to contribute to the experience and make a meaningful impact on the lives of pilgrims.
How many years have you been working as a Hajj seasonal worker?	I have been working for three years as a Hajj seasonal worker, and it has been an incredibly fulfilling experience, allowing me to help others while learning more about the religious significance of the pilgrimage.
What motivated you to choose this role as a Hajj seasonal worker?	I wanted to be a part of something meaningful and impactful, and the role of a Hajj seasonal worker offered a chance to contribute to an event of deep religious significance for Muslims worldwide.
Can you describe your typical responsibilities and duties during the Hajj season?	As a seasonal worker, my role involves managing logistics, guiding pilgrims through the necessary rituals, offering support when needed, and ensuring that all aspects of their journey are as smooth and organized as possible.
What specific skills or qualifications do you think are important for someone in your role?	Excellent communication and leadership skills are crucial in guiding pilgrims and managing teams. The ability to handle stressful situations with a calm mindset and provide clear instructions is also vital in this role.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	I have gone through a series of practical training sessions provided by my employer, which taught me about the Hajj rituals, safety protocols, and how to provide the best possible assistance to pilgrims.
What are some of the challenges you typically face in your role during the Hajj season?	Keeping track of each group and ensuring none of the pilgrims get left behind during movement between sites is a constant concern.
How do you balance your personal life with the demands of working during the Hajj season?	I set realistic goals for both my professional duties and personal interactions during Hajj. By not overcommitting, I ensure that I can fulfill my responsibilities without compromising my personal relationships.
How do you usually prepare yourself physically and	I monitor my health indicators, such as blood pressure and heart rate, to ensure physical readiness. Mentally, I seek

mentally for the demands of the Hajj season?	guidance from mentors who have experience with Hajj.
What do you find most rewarding about working as a Hajj seasonal worker?	Being part of an event that holds such profound significance for millions worldwide is humbling. Contributing to its success is a privilege I deeply cherish
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	I perceive my role as a supporter of the spiritual atmosphere of Hajj. By handling logistical concerns efficiently, I allow pilgrims to immerse themselves fully in their religious practices without distraction
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	Yes, I see myself continuing in this role. The experience has been transformative, and I am dedicated to assisting pilgrims in their journey.

CROSS CULTURAL

	Respondent 13
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Understanding and respecting different leadership styles is essential, as hierarchical perceptions can influence team interactions and expectations.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Pilgrims' expectations regarding accommodations and services vary. Managing these expectations requires clear information and empathetic communication.
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Indeed, I received formal training that focused on cultural diversity and inclusion. The sessions helped me develop a deeper understanding of the cultural sensitivities involved in serving pilgrims during Hajj
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	These programs effectively address the challenges of cultural diversity, promoting inclusivity and mutual respect among workers and pilgrims alike.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	The high-pressure environment of Hajj can be emotionally taxing. Workers should develop emotional resilience to cope with stress and maintain a positive attitude, benefiting both themselves and the pilgrims they serve.
Can you recall a specific experience of cross-cultural issues when doing your job?	Pilgrims from different cultural backgrounds had varying expectations regarding service quality. Understanding these expectations allowed me to provide services that met the diverse needs of all pilgrims.
What improvements or changes would you suggest to enhance the existing cross-cultural training programs for Hajj workers?	Prepare workers to handle culturally sensitive situations during emergencies, ensuring that responses are appropriate and respectful.
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	Identifying cultural misunderstandings can lead to improved organizational strategies, enhancing the overall pilgrimage experience.
What strategies do you think could be effective in improving	Organize workshops where workers can discuss and develop solutions to common cultural communication

communication and understanding between Hajj workers and pilgrims from different cultural backgrounds?	challenges encountered during Hajj.
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Culturally competent workers advocate for policies that accommodate the diverse needs of all pilgrims.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	Pilgrims accustomed to bustling urban environments may navigate crowded areas with ease, while those from quieter regions might find the density overwhelming.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	Understanding health and safety protocols tailored to the needs of diverse pilgrims ensures their well-being during the pilgrimage.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Recognizing and rewarding workers who achieve proficiency in additional languages motivates continuous learning and skill development.

RELIGIOSITY

	Respondent 13
How would you describe the importance of religion in your life, particularly during the Hajj season?	The pilgrimage is an expression of gratitude to Allah for His blessings, health, and guidance.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	Viewing my role as a form of worship, I find spiritual satisfaction in assisting pilgrims, aligning my work with my faith.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	I have always ensured that my religious practices, such as daily prayers, do not interfere with work responsibilities. By organizing my schedule efficiently and utilizing breaks, I maintain productivity while honoring my faith.
How do you perceive the connection between your religiosity and your overall job satisfaction?	Guided by my religious principles, I navigate ethical dilemmas with confidence, leading to a clear conscience and job satisfaction.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	The opportunity to seek forgiveness for past sins during Hajj offers a path to spiritual purification and renewal.
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	Regularly reflecting on the profound significance of Hajj reminds me of the spiritual purpose behind my work, motivating me to perform my duties with dedication and reverence.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	Islam teaches the importance of sincerity in actions. I ensure that my intentions remain pure, performing my duties with the sole aim of pleasing Allah.
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	Yes, I've observed that colleagues who prioritize religious practices are more likely to view their work as a calling, which often leads to higher job satisfaction compared to those who don't emphasize religion.
How do you think your job satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside of the Hajj	In comparison to other roles, my job satisfaction as a Hajj seasonal worker is much more fulfilling. The role gives me a sense of purpose and spiritual connection that I didn't find in my other jobs

season?	
What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	Organizing social and community-building activities that align with religious values could help foster a sense of camaraderie among workers, making the Hajj experience more rewarding for those who prioritize their faith.
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	Looking to the future, I see myself growing within roles that let me express and live out my faith, like Hajj work. It makes me feel useful in both a professional and spiritual way.
Could you share how your religious practices impact your daily work routine during Hajj?	I find that my religious practices during Hajj create a rhythm in my day. They give me strength and clarity, making me more productive and emotionally grounded.
What strategies do you use to balance your work responsibilities with your religious observances?	I keep my intentions clear throughout the day. When I see my work as a service to others and a form of worship, balancing both comes more naturally
How do you prioritize between work commitments and religious obligations during Hajj?	I coordinate with my supervisor to ensure I can step away for religious duties without affecting team performance
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	The noise and crowd sometimes make it hard to focus on prayer. I overcome this by mentally preparing myself and seeking quiet spots
How do you recharge or rejuvenate yourself during the demanding Hajj season?	I practice gratitude, reminding myself of the honor of being part of Hajj service. That positive mindset gives me renewed energy
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	Giving workers at least one day off per week or rotating light-duty days would help maintain both physical and emotional balance

Respondent 14

	Respondent 14
Name, age, origin.	My name is Salma Al-Mutlaq. I'm female, 28 years old, and I have 8 years of work experience.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	I have experience working in public relations and communications. I joined the Hajj seasonal team to assist with outreach and coordination efforts, ensuring that the pilgrims' needs were met and their experience was as smooth as possible.
How many years have you been working as a Hajj seasonal worker?	I've been working as a Hajj seasonal worker for eight years, and it has always been a great honor to be part of such a sacred and large-scale event.
What motivated you to choose this role as a Hajj seasonal worker?	I chose this role because of my strong desire to support and assist people during a pivotal moment in their lives and to contribute to the success of such a large-scale spiritual event.
Can you describe your typical responsibilities and duties during the Hajj season?	I assist in providing pilgrims with essential information about their schedules, help ensure they have everything they need for the rituals, guide them through difficult situations, and make sure their safety is prioritized at all times.
What specific skills or qualifications do you think are important for someone in your role?	In this position, attention to detail and the ability to multitask effectively are important. Moreover, having a positive attitude and being proactive in assisting pilgrims can make a big difference in their experience.
Have you received any formal training or education related to your work as a Hajj seasonal worker?	While I don't have formal education in this field, I've received comprehensive training on Hajj logistics, including managing transportation, accommodations, and supporting the pilgrims during the rituals.
What are some of the challenges you typically face in your role during the Hajj season?	Handling complaints and emotional stress from tired or anxious pilgrims requires a lot of patience and understanding.
How do you balance your personal life with the demands of working during the Hajj season?	To maintain balance, I keep a journal during the Hajj season to reflect on my experiences and emotions. This practice helps me process the day's events and stay emotionally connected to my personal life.
How do you usually prepare	I engage in group fitness classes to build camaraderie and

yourself physically and mentally for the demands of the Hajj season?	motivation. Mentally, I participate in interfaith dialogues to broaden my perspective and understanding
What do you find most rewarding about working as a Hajj seasonal worker?	The logistical challenges of managing large crowds and ensuring smooth operations test and improve my organizational skills, which is a rewarding professional growth opportunity
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	My role is significant in fostering a sense of community among pilgrims. By encouraging cooperation and patience, I help build a collective spirit that embodies the essence of Hajj
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	I intend to keep working during the Hajj seasons. The opportunity to serve and the lessons learned each year inspire me to return.

CROSS CULTURAL

	Respondent 14
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Adapting to diverse learning styles during training sessions is necessary to ensure all team members comprehend procedures effectively.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Gender interaction norms differ across cultures. Ensuring that interactions respect various cultural sensitivities is essential to avoid discomfort.
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Yes, I was enrolled in a training program that emphasized the importance of cultural awareness. The program included case studies and discussions that enhanced my ability to serve a diverse group of pilgrim
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	I believe the training could benefit from more frequent updates to reflect the evolving demographics of Hajj pilgrims.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	Being observant of non-verbal communication, such as body language and facial expressions, helps workers understand pilgrims' needs and emotions, even when words are insufficient.
Can you recall a specific experience of cross-cultural issues when doing your job?	When providing instructions, I encountered pilgrims who preferred visual aids, while others favored verbal explanations. Adapting to these learning styles ensured effective communication and understanding.
What improvements or changes would you suggest to enhance the existing cross-cultural training programs for Hajj workers?	Promote self-reflection among workers regarding their cultural biases and assumptions, fostering a more inclusive and understanding approach to service
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	Addressing cultural differences can serve as a model for peaceful coexistence, extending beyond the pilgrimage into everyday life.
What strategies do you think could be effective in improving communication and understanding between Hajj workers and pilgrims	Host events or sessions that celebrate the diverse cultures of pilgrims, fostering mutual respect and unity.

from different cultural backgrounds?	
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Pilgrims are more likely to provide feedback when they feel understood, leading to continuous service improvements.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	Approaches to health and safety vary; some pilgrims diligently follow medical advice, while others rely on traditional remedies and practices.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	Sessions with religious leaders offer spiritual insights, helping workers connect with the pilgrims' religious experiences.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Incorporating language proficiency into performance assessments emphasizes its importance and encourages workers to prioritize language development.

RELIGIOSITY

	Respondent 14
How would you describe the importance of religion in your life, particularly during the Hajj season?	Hajj serves as a preparation for the hereafter, encouraging mindfulness of one's actions and their spiritual consequences.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	Ensuring that all pilgrims are treated equitably, I advocate for fair treatment and address any injustices promptly.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	In instances where paid leave was limited, I requested unpaid leave for significant religious events. I provided ample notice and explained the importance of the observance, leading to mutual respect and approval from management.
How do you perceive the connection between your religiosity and your overall job satisfaction?	Believing that challenges are part of a divine plan, I approach workplace difficulties with resilience, maintaining satisfaction despite obstacles.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	The simplicity and humility required during Hajj rituals remind me of the importance of humility in my relationship with Allah and others.
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	Approaching my duties with humility, recognizing that I am serving the guests of Allah, keeps me grounded and focused on the spiritual aspects of my work.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	Fairness and justice are emphasized in Islam. I advocate for equitable treatment of all pilgrims, addressing their needs impartially and justly.
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	Colleagues who integrate religious practices into their daily lives seem to have a more positive attitude toward their work and colleagues, which appears to lead to greater satisfaction in their roles.
How do you think your job satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside of the Hajj season?	I feel that my job satisfaction as a Hajj seasonal worker is much higher. The spiritual aspect of the role, as well as the opportunity to assist pilgrims during a

	significant time, brings me more satisfaction than the work I've done in the past
What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	Encouraging a workplace culture that emphasizes religious tolerance and understanding would make Hajj seasonal workers feel more at ease, leading to higher levels of job satisfaction.
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	My career path will definitely be influenced by my spiritual beliefs. I hope to find roles, perhaps even permanent ones, within the religious service sector, inspired by my seasonal work in Hajj.
Could you share how your religious practices impact your daily work routine during Hajj?	During Hajj, my religious practices don't interrupt my work. Respondent 1 they enhance it. Each prayer or act of worship brings motivation and purpose to my daily duties.
What strategies do you use to balance your work responsibilities with your religious observances?	I avoid unnecessary distractions so I can finish my work tasks efficiently and have more time available for religious observance during the day
How do you prioritize between work commitments and religious obligations during Hajj?	I believe both roles are important, so I stay organized and mindful of the time to ensure both are respected during Hajj
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	I used to hesitate asking for time to pray. Over time, I gained confidence and realized that most supervisors respect religious needs
How do you recharge or rejuvenate yourself during the demanding Hajj season?	During intense days, I take a few moments for silent prayer or meditation to calm my heart and mind
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	Including spiritual support teams or mentors among staff could motivate and guide workers throughout the demanding days.

Respondent 15

	Respondent 15
Name, age, origin.	My name is Nasser Al-Bishi. I'm male, 40 years old, and I have been working for 5 years.
Can you tell me about your background and how you became involved as a Hajj seasonal worker?	I've worked in various customer service roles throughout my career, but when I heard about the chance to work during Hajj, I knew it would be a unique and rewarding opportunity to offer my skills in a deeply meaningful setting.
How many years have you been working as a Hajj seasonal worker?	I've been involved as a seasonal worker for Hajj for five years now, and each year I learn something new about the pilgrims' needs and the complexity of organizing such a monumental event.
What motivated you to choose this role as a Hajj seasonal worker?	The opportunity to learn about the complexities of Hajj, meet people from around the world, and help ensure that pilgrims have a smooth and memorable experience motivated me to take on this role.
Can you describe your typical responsibilities and duties during the Hajj season?	My duties typically involve helping with crowd control, ensuring pilgrims are on schedule for their rituals, offering transportation and accommodation assistance, and providing guidance on religious practices throughout the Hajj season.
What specific skills or qualifications do you think are important for someone in your role?	Good problem-solving abilities, a thorough understanding of the Hajj process, and the ability to remain calm under pressure are essential skills in this role. It's also important to be patient, empathetic, and supportive to the pilgrims
Have you received any formal training or education related to your work as a Hajj seasonal worker?	Yes, I've undergone formal training in safety, logistics, and crowd management. This training helps me understand my responsibilities and how to effectively assist pilgrims while ensuring their safety and comfort.

What are some of the challenges you typically face in your role during the Hajj season?	The responsibility of ensuring the spiritual and physical well-being of so many people at once is a heavy but rewarding challenge
How do you balance your personal life with the demands of working during the Hajj season?	I accept that the Hajj season is a temporary period of intense work. By keeping this perspective, I stay motivated and make the most of the time I do have for personal connections, knowing that normalcy will resume soon
How do you usually prepare yourself physically and mentally for the demands of the Hajj season?	I follow a structured training plan that includes rest days to prevent burnout. Mentally, I focus on setting personal goals and reflecting on my growth throughout the preparation period
What do you find most rewarding about working as a Hajj seasonal worker?	Ultimately, knowing that my work helps facilitate a safe and meaningful pilgrimage for so many is the most rewarding aspect of being a Hajj seasonal worker
How do you perceive the importance of your role in facilitating the Hajj pilgrimage experience?	I consider my position as pivotal in representing the hospitality and generosity of the host country. By providing excellent service and care, I contribute to a positive and memorable experience for all pilgrims
Looking ahead, do you see yourself continuing to work as a Hajj seasonal worker in the future?	Absolutely. Being a Hajj seasonal worker is a privilege, and I look forward to continuing this meaningful work in the years to come.

CROSS CULTURAL

	Respondent 15
What are some of the key challenges you face when interacting with workers from diverse cultural backgrounds during the Hajj season?	Maintaining cohesion in a multicultural team requires continuous effort in promoting inclusivity, open communication, and mutual respect to overcome inherent challenges.
What are some of the key challenges you face when interacting with pilgrims from diverse cultural backgrounds during the Hajj season?	Some pilgrims may have preconceived notions or biases about other cultures. Promoting inclusivity and cultural awareness helps foster a respectful environment for all.
Have you undergone any formal cross-cultural training or orientation before starting your role as a Hajj worker?	Absolutely. The cross-cultural training I underwent was integral to my preparation. It provided me with the knowledge and skills necessary to interact effectively and respectfully with pilgrims from all over the world.
IF ANY, how would you describe the effectiveness of the current cross-cultural training programs provided to Hajj workers?	Overall, the cross-cultural training programs are effective in preparing us for the diverse environment of Hajj, though continuous improvement is always beneficial.
In your opinion, what are the most critical cultural competencies that a Hajj worker should possess?	A strong dedication to providing exceptional service, coupled with a genuine desire to assist pilgrims, ensures that workers contribute positively to the overall success and sanctity of the Hajj experience.
Can you recall a specific experience of cross-cultural issues when doing your job?	I observed that expressions of gratitude varied among pilgrims from different cultures. Some expressed thanks verbally, while others used gestures. Recognizing these differences helped in building positive relationships with pilgrims.
What improvements or changes would you suggest to enhance the existing cross-cultural training programs for Hajj workers?	Emphasize the religious and spiritual importance of Hajj in training programs, ensuring that workers approach their roles with reverence and respect for the pilgrims' experiences.
How do you perceive the impact of cultural misunderstandings on the overall experience of pilgrims during Hajj?	Encountering diverse cultures during Hajj can reinforce the recognition of shared human experiences, fostering empathy and global understanding.
What strategies do you think could be effective in improving communication and understanding between Hajj workers and	Regularly assess the effectiveness of communication strategies and make necessary adjustments based on feedback and changing

pilgrims from different cultural backgrounds?	demographics.
How do you think cultural competence among Hajj workers influences the quality of services provided during the Hajj season?	Enhancing cultural competence among workers supports Saudi Arabia's Vision 2030 objectives of improving service quality and enriching the pilgrim experience.
Have you noticed any differences in cultural expectations or behaviors among pilgrims from various regions or countries?	Cultural traditions influence how pilgrims celebrate after completing Hajj. Some return home to elaborate festivities, while others observe private prayers and reflections.
What resources or support systems do you find most helpful in preparing you for cross-cultural interactions during Hajj?	Developing inclusive policies that consider cultural differences promotes an environment of respect and understanding among workers and pilgrims.
What role do language skills play in your interactions with pilgrims, and how are these skills developed or supported in your training?	Working closely with Hajj missions from various countries provides insights into specific linguistic needs, allowing for targeted language support initiatives.

RELIGIOSITY

	Respondent 15
How would you describe the importance of religion in your life, particularly during the Hajj season?	Participating in Hajj connects me with the rich heritage and history of Islam, fostering pride and a deeper understanding of my faith.
In what ways do your religious beliefs and practices influence your approach to work as a Hajj seasonal worker?	Committed to personal growth, I seek feedback and engage in training, striving to enhance my skills and better serve the pilgrim community.
Have there been instances where conflicts arose between your religious practices and work responsibilities? If so, how did you handle them?	At times, certain work tasks conflicted with my ethical beliefs informed by my religion. I addressed this by discussing alternative assignments with my supervisor, ensuring that my work aligned with my ethical standards without compromising job performance.
How do you perceive the connection between your religiosity and your overall job satisfaction?	Recognizing work as a blessing, I approach my duties with gratitude, enhancing my overall satisfaction and commitment to my role.
What aspects of your work during Hajj do you find most fulfilling or rewarding from a religious perspective?	Contributing to the facilitation of Hajj allows me to partake in the fulfillment of a sacred duty, bringing a sense of accomplishment and spiritual fulfillment.
Can you describe any rituals or practices you engage in to maintain spiritual well-being while performing your job duties during Hajj?	I make regular supplications, asking Allah to bless my efforts and grant success in my duties. This practice reinforces my reliance on Allah and strengthens my spiritual resolve.
How do you think your religious beliefs contribute to your job as Hajj seasonal workers?	Serving during Hajj is an opportunity to strengthen my faith. I view my work as an act of worship, deepening my connection to Allah and reinforcing my religious commitments.
Have you noticed any differences in job satisfaction between colleagues who prioritize religious practices and those who do not? If so, what are these differences?	I have noticed that religious colleagues tend to experience less job-related burnout and dissatisfaction, possibly because their faith gives them a sense of resilience and purpose that non-religious colleagues may not feel.
How do you think your job satisfaction as a Hajj seasonal worker compares to other jobs or roles you've held outside of the Hajj season?	My job satisfaction during the Hajj season stands out from other jobs. The emotional rewards and the sense of being part of a larger spiritual journey give this role a special kind of fulfillment that other positions I've held didn't provide.

What support or resources do you think could enhance the job satisfaction of Hajj seasonal workers who value their religious practices?	Providing flexible schedules that allow Hajj workers to attend religious events or perform rituals during the season would significantly enhance their job satisfaction by ensuring they can stay true to their spiritual practices.
Looking ahead, how do you envision the role of religiosity in shaping your career path or future opportunities as a Hajj seasonal worker?	Religiosity will guide me to pursue work that feeds both my soul and my ambition. My time as a Hajj seasonal worker has proven that faith-based service is where I feel most fulfilled.
Could you share how your religious practices impact your daily work routine during Hajj?	My spiritual routine during Hajj helps me manage stress and fatigue. Praying and remembering my intentions give me inner peace and keep me motivated to serve well
What strategies do you use to balance your work responsibilities with your religious observances?	I try to maintain a peaceful mindset by combining work with spiritual values like honesty, patience, and compassion. This approach helps me feel that both my work and my faith are in harmony.
How do you prioritize between work commitments and religious obligations during Hajj?	I don't see it as choosing one over the other Respondent1 instead, I integrate my religious values into my work, making both a part of my spiritual journey
Have you encountered any challenges in balancing your work and religious practices? If so, how have you addressed them?	One challenge was fatigue after long hours. I've learned to balance rest, work, and worship by planning my day more carefully.
How do you recharge or rejuvenate yourself during the demanding Hajj season?	I try to maintain a routine with small self-care habits, like stretching, journaling, or drinking herbal tea, to keep myself grounded and refreshed
From your experience, what improvements or adjustments could be made to support better work-life balance for Hajj seasonal workers?	I think recognizing and rewarding workers' efforts, even in small ways, can improve job satisfaction and encourage a healthier work-life balance