INDONESIA'S NEGOTIATION STRATEGY TO SAUDI ARABIA FOR THE ESTABLISHMENT OF *"HAJJ VILLAGE"* IN 2025

UNDERGRADUATE THESIS

Submitted to the Faculty of Social and Political Sciences, Department of International Relations State Islamic University Sunan Ampel Surabaya as a condition for graduation to obtain a Bachelor of Social Studies (S.Sos) in the Field of International Relations

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ABSTRACT

Zahra, Nadia Devina Fathimatuz. "Indonesia's Negotiation Strategy to Saudi Arabia for the Establishment of 'Hajj Village' in 2025". Universitas Islam Negeri Sunan Ampel Surabaya. 2026.

This study aims to describe Indonesia's negotiation strategy toward Saudi Arabia is shown in the establishment of the Hajj Village in 2025. The study is motivated by Saudi Arabia's regulatory framework, which generally restricts foreign ownership of assets in Mecca. Within this context, the Indonesian government obtained ownership rights through the conditional acquisition of a hotel property in the city. This study employs a qualitative descriptive method using Roy J. Lewicki's Integrative Negotiation Theory, particularly the stage of generating alternative solutions. Data were collected from government documents, official statements, national news sources, and relevant academic literature. The findings indicate that Indonesia's most dominant strategy was the bridging and superordination approach, achieved by aligning the interests of both countries in improving the quality of Hajj services In addition, the evidence reflects a cost-cutting strategy, shown through Indonesia's fulfillment of the technical and investment requirements established by Saudi Arabia, as well as an expanding-the-pie strategy through the expansion of bilateral investment cooperation valued at approximately USD 27 billion. This negotiation approach was supported by the convergence of Indonesian and Saudi interests in the establishment of Hajj services and strategic investment cooperation.

Keywords: Negotiation Strategy, Hajj Village, Indonesia, Saudi Arabia

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ABSTRAK

Zahra, Nadia Devina Fathimatuz. "Strategi Negosiasi Indonesia terhadap Arab Saudi dalam Pembangunan Kampung Haji Tahun 2025". Universitas Islam Negeri Sunan Ampel Surabaya. 2026

Penelitian ini bertujuan untuk mendeskripsikan bagaimana strategi negosiasi Indonesia terhadap Arab Saudi terlihat dalam pembangunan Kampung Haji tahun 2025. Penelitian ini dilatarbelakangi oleh Arab Saudi yang pada dasarnya tidak mengijinkan kepemilikan asset di Mekkah namun dalam Pemerintah Indonesia berhasil memperoleh status kepemilikan dengan melakukan pembelian bersyarat sebuah Hotel di Kawasan Mekkah. Penelitian menggunakan metode deskriptif kualitatif dengan pendekatan teori integrative negotiation Roy J. Lewicki, khususnya pada tahap generating alternative solutions. Data diperoleh melalui dokumen pemerintah, pernyataan resmi, berita nasional, dan literatur akademik terkait. Hasil penelitian menunjukkan bahwa strategi Indonesia paling dominan menggunakan pendekatan bridging and superordination melalui penyatuan kepentingan kedua negara dalam peningkatan kualitas layanan haji. Selain itu, Indonesia juga terlihat menerapkan strategi cost cutting dengan memenuhi persyaratan teknis dan investasi yang ditetapkan Arab Saudi, serta expanding the pie melalui perluasan kerja sama investasi bilateral bernilai sekitar USD 27 miliar. Pendekatan negosiasi ini didukung oleh konvergensi kepentingan Indonesia dan Arab Saudi dalam pengembangan layanan haji dan investasi strategis.

Kata Kunci: Strategi Negosiasi, Kampung Haji, Indonesia, Arab Saudi

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LIST OF ABBREVIATIONS

ACWA Power	Saudi Arabia's largest energy company, partner of Danantara in a USD 10 billion renewable energy memorandum of understanding.
AGBI	Arabian Gulf Business Insight (publication source).
AMPHURI	Asosiasi Muslim Penyelenggara Haji dan Umrah Republik Indonesia (Association of Indonesian Hajj and Umrah Organizers).
APBN	Anggaran Pendapatan dan Belanja Negara (State Budget of the Republic of Indonesia).
BKPM	Badan Koordinasi Penanaman Modal (Investment Coordinating Board), now integrated under the Ministry of Investment/Downstreaming
BPH	Badan Penyelenggara Haji (Hajj Organizing Agency).
BPK	Badan Pemeriksa Keuangan (Indonesian Supreme Audit Board); also referenced via its legal database, JDIH BPK.
BPKH	Badan Pengelola Keuangan Haji (Hajj Financial Management Agency).
CEO	Chief Executive Officer.
COVID-19	Coronavirus Disease 2019.
CSPA	Conditional Sales and Purchase Agreement.
DANANTARA	Daya Anagata Nusantara, Indonesia's sovereign investment management agency.
DIM	Danantara Investment Management.
DPP	Dewan Pimpinan Pusat (Central Executive Board, e.g., of AMPHURI).

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DPR	Dewan Perwakilan Rakyat (House of Representatives of the Republic of Indonesia).
FDI	Foreign Direct Investment.
GCC	Gulf Cooperation Council.
GDP	Gross Domestic Product.
G20	Group of Twenty, a forum of major economies.
HIMPUH	Himpunan Penyelenggara Umrah dan Haji (Association of Umrah and Hajj Organizers).
IDR	Indonesian Rupiah.
JDIH BPK	Jaringan Dokumentasi dan Informasi Hukum, Badan Pemeriksa Keuangan (Legal Documentation and Information Network of the Audit Board of Indonesia).
KBBI	Kamus Besar Bahasa Indonesia (Great Dictionary of the Indonesian Language).
KEMENAG	Kementerian Agama Republik Indonesia (Ministry of Religious Affairs of the Republic of Indonesia).
KSP	Kantor Staf Presiden (Office of the Presidential Chief of Staff).
MBS	Mohammed bin Salman, Crown Prince and Prime Minister of Saudi Arabia.
MISA	Ministry of Investment of Saudi Arabia.
MoU	Memorandum of Understanding.
MW	Megawatt.
NEOM	A planned smart city and mega-project in northwestern Saudi Arabia.
OIC	Organization of Islamic Cooperation.
PEP	Pilgrim Experience Program.

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PIF	Public Investment Fund of Saudi Arabia.
RCMC	Royal Commission for Makkah City and Holy Sites.
RI	Republik Indonesia (Republic of Indonesia).
RRI	Radio Republik Indonesia (Radio of the Republic of Indonesia).
SAGIA	Saudi Arabian General Investment Authority.
SAR	Saudi Riyal (currency).
SCC	Saudi-Indonesia Supreme Coordination Council.
SISKOHAT	Sistem Informasi dan Komputerisasi Haji Terpadu (Integrated Hajj Information and Computerization System).
SIVNI	Sub-vision of Strengthening Islamic Values and National Identity (a sub-vision within Saudi Vision 2030).
SWT	Subhanahu wa Ta'ala (Glorified and Exalted is He; an honorific used after mentioning Allah).
UK	United Kingdom.
US / USD	United States / United States Dollar.

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