
The Impact of the Najiz System on the Services Provided by the Ministry of Justice in Saudi Arabia

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ABSTRACT

This research paper aimed to evaluate the effectiveness of the Najiz system, an electronic platform designed to facilitate the processing of legal cases and property Transfers and identify areas for improvement in the Saudi judicial system. The study aimed to provide insights into the impact of digital transformation on the Ministry of Justice and the effectiveness of the Najiz system in delivering equitable justice promptly to Saudi nationals. The study employed a mixed-methods research approach that utilized both qualitative and quantitative research methods. The survey questionnaire used in the study collected data from a diverse range of respondents, including lawyers, judges, and citizens with experience using the Najiz system. The study identified several areas of improvement for the Najiz system, including expanding cloud computing technology, improving user skills, and continuously evaluating and improving the system by seeking feedback from users. The study's recommendations have significant implications for the digitization of the Saudi judicial system and the government's commitment to achieving equitable justice delivered promptly to all Saudi nationals. Overall, this research paper provides valuable insights into the effectiveness of the Najiz system and the potential of digital transformation in delivering equitable justice promptly to Saudi nationals. The study's findings and recommendations provide a basis for future research and contribute to ongoing efforts to enhance the effectiveness of the Saudi judicial system.

Key words: *Najiz system, Digitization. Saudi judicial system, Equitable justice, User skills*

1. INTRODUCTION

Founded in 1970, Saudi Arabia's Ministry of Justice has the responsibility of managing the kingdom's court system and legal environment. Aligned with Saudi Arabia's National Transformation Program, this governmental body has considerably invested in digital transformation, with the ambitious goal of offering more than 80% of its services electronically by the end of 2022 (Ministry of Justice, 2015).

The legal system of Saudi Arabia is fundamentally rooted in Shariah, traditional Islamic law, supplemented by legislation, regulations, decrees, circulars, and policy statements issued by the Saudi government (Van Eijk, 2010). These laws are periodically adjusted to adapt to evolving circumstances or external factors. The judicial

system comprises Shariah courts, the Board of Grievances, and several special commissions established through ministerial or royal decrees (Al-Ammari & Timothy, 2014).

While the Saudi legal system might appear restrictive to outsiders, recent digital advances have greatly enhanced the delivery of legal services to residents. The government's ongoing efforts are focused on modernizing and simplifying the legal system to keep pace with rapidly evolving societal needs.

In recent years, the Ministry of Justice has launched several initiatives aimed at modernizing the Saudi legal system and making justice more accessible. The establishment of specialized commercial courts to manage commercial disputes is one such initiative. These courts function independently from Shariah courts and have earned recognition for their effective management of intricate commercial cases (Abdallah, 2018).

Another noteworthy initiative by the Ministry of Justice involves implementing a novel e-filing system for the Board of Grievances. This system enables parties to electronically submit their grievances and relevant documents, thereby expediting the grievance resolution process. The system further facilitates individuals monitoring of the status of their grievances online, promoting transparency (Saudi Gazette, 2020).

In addition, the Ministry of Justice has launched an online portal offering a range of legal services, such as legal advice, document drafting, and notarization services. This portal has received positive feedback, particularly from younger Saudis who have grown accustomed to leveraging technology for services (Al-Jalal, 2019).

Overall, the Ministry of Justice has been successful in its efforts to digitize and modernize the Saudi legal system, integrating technology into every aspect of the legal process. These efforts have not only improved the accessibility and efficiency of legal services but have also made the Saudi legal system more transparent and streamlined. This has resulted in an enhanced understanding of legal procedures, making the system more effective and approachable.

2. STATEMENT OF THE PROBLEM

While the Saudi Arabian Ministry of Justice has undertaken notable efforts to improve the judicial system via information and communication technology (ICT) adoption, the Najiz system, sadly, has yet to fulfill its goal of amplifying citizens' access to judicial services. Despite offering a broad spectrum of services, the Najiz system has grappled with IT infrastructure challenges, which have curtailed its usage and impeded its full potential. These issues have been pointed out in the Human Rights Watch (2008) report on precarious justice in Saudi Arabia. This situation is contrary to the government's aspirations to attain Sustainable Development Goals and enhance citizen lives through ICT (Aljarallah & Lock, 2020).

The objective of this study is to delve into the challenges encountered within the Najiz system and propose plausible solutions to counter these issues, thereby guaranteeing the delivery of justice promptly and equitably to all societal members. The Najiz system was launched as a critical component of the transformation within the Ministry of Justice with the aim of offering e-government services to citizens, residents, and visitors.

This research project was designed to ascertain the impact of the Najiz system on the services extended by the Ministry of Justice in Saudi Arabia. The study set out hypotheses grounded in prior research and measured citizen satisfaction using a questionnaire as a quantitative data collection instrument. The adopted quantitative methodology sought to probe into the Najiz system's impact on the services rendered between the government and citizens. The primary research question this project sought to answer was: What is the impact of the Najiz system on the services provided by the Ministry of Justice in Saudi Arabia?

3. RESEARCH OBJECTIVES

1. Digital Literacy and User Engagement: Assess the computer literacy of Najiz system users and determine the specific services they have utilized.
2. Service Evaluation: Identify the various services offered by the Najiz system, evaluate their effectiveness, and measure user satisfaction.
3. User Experience and Portal Improvement: Identify the challenges users encounter when using the Najiz portal and gather user feedback regarding potential improvements and changes.
4. Judicial Impact: Assess the benefits of the Najiz Portal for the judiciary, focusing on factors such as increased efficiency, transparency, and accessibility.

4. RESEARCH QUESTIONS

1. How would you rate your ability to work with Najiz systems?
2. What service(s) did they use on the Najiz system?
3. How was your general experience with the Najiz system?
4. How effectively does Najiz provide services to citizens?
5. What advantages has the Najiz portal brought to the judiciary?
6. What are the challenges that you experience while using the Najiz portal?
7. What changes should be made to the Najiz judiciary portal to make it more efficient?

5. METHODOLOGY

1. **Research Design:** This study will implement a mixed-methods research design, integrating both qualitative and quantitative methods, to assess the digitization impact on the judicial system in Saudi Arabia. The qualitative segment will deliver a comprehensive evaluation of the challenges, benefits, and improvement areas of the Najiz system. The quantitative section will yield an objective and generalizable illustration of the Najiz system's influence using a survey.
2. **Data Collection:** The data will be accumulated through two primary methods: (1) qualitative data collection, employing newspaper article analysis to understand public opinion and beliefs about the Najiz system; and (2) quantitative data collection via a survey questionnaire to be circulated among Najiz system beneficiaries.
3. **Sampling:** This study will utilize a random sampling technique to choose participants for the survey questionnaire. The questionnaire was distributed to 286 individuals, out of whom 230 completed the full questionnaires, the data from which were subsequently utilized for data collection.
4. **Data Analysis:** Thematic analysis will be used for qualitative data, while quantitative data will be evaluated using descriptive statistics. The inferred data will be triangulated, rendering a comprehensive and reliable comprehension of the research problem.
5. **Ethics:** Adherence to ethical principles is paramount in this study, with informed consent obtained from all participants, ensuring their anonymity and confidentiality, and taking precautions to avert any harm to the participants.
6. **Reliability Test:** To verify the consistency of the variables, reliability tests have been conducted for the variables in this research. It gauges the degree of correlation among the responses gathered for a particular

item (Kenova & Jonnason, 2006). Cronbach's alpha test of reliability has been applied to measure the internal consistency of a scale with an ideal standardized coefficient of 0.7 or above (Pallant, 2007).

The Cronbach's alpha values for the major variables are presented in Table 1. Each item had a Cronbach's alpha coefficient above 0.7, meeting the requirement and indicating standard acceptance (Hair et al., 2006). The current study demonstrated strong internal consistency. Cronbach's alpha ranges from 0 to 1, with higher values signifying greater internal consistency.

In our specific scenario, a Cronbach's alpha of 0.71 suggests moderate internal consistency within the scale or measure, implying the items are somewhat interconnected. They are likely measuring a single underlying construct or trait with a reasonable degree of accuracy. Nonetheless, the internal consistency level may not be optimal, and there might be some score variabilities among different individuals taking the measure. See Table 1 for further details.

Table 1: Reliability on independent and dependent variables

Cronbach's Alpha	N of Items	N
0.71	3	230

6. SIGNIFICANCE OF THE RESEARCH PROJECT

The Najiz system, developed by the Saudi Arabian Ministry of Justice, is an electronic platform aimed at simplifying access to legal services for residents and citizens. It offers an array of online functionalities including case registration, fee payment, and electronic documentation, among others (Ministry of Justice, Saudi Arabia, 2017). Despite the system's potential to enhance judicial service efficiency and accessibility, limited research has focused on assessing its impact on user satisfaction within Saudi Arabia.

This study seeks to fill this gap, examining the influence and implications of the Najiz system on the satisfaction of Saudi Arabian citizens with the services offered by the Ministry of Justice. Through an exploration of user interactions and experiences with the platform, this research aims to identify factors that contribute to citizen satisfaction with such e-government services. Such insights are of considerable value to policymakers, practitioners, and researchers, informing enhancements in e-service design and deployment to better align with user needs and expectations (Bélanger & Carter, 2008).

In recent years, the interest in e-government services within Saudi Arabia has surged, driven by the government's intent to augment service quality and citizen satisfaction. Various initiatives have been launched by governmental agencies to foster the adoption of these e-services, inclusive of mobile application introductions and the development of online portals (Alateyah, Crowder & Wills, 2013). However, the success of these ventures hinges on the extent of citizen engagement and their satisfaction levels with the provided services.

Consequently, the outcomes of this study hold considerable significance for improving the design and implementation of e-government services, extending beyond Saudi Arabia to other countries as well. As the digitalization of government services continues to expand, understanding the determinants of citizen satisfaction with such platforms becomes increasingly vital to guarantee their success and sustained usage (Albeshir, 2017).

7. the definition of key terms

A) Information and Communications Technology (ICT) Defined

Information and Communications Technology (ICT) refers to a range of technological tools and systems that facilitate the management, storage, processing, and dissemination of information in a digital format (International Telecommunication Union, 2011). The evolution of ICT has been a progressive journey, tracing its roots from the inception of telegraphs and telephones, through to the advent of computers and the internet, and the present age of smartphones and wearable devices (Bimber, Flanagan, & Stohl, 2011). ICT has drastically transformed societal norms by changing how people live, work, and communicate. It has influenced every facet of society, including but not limited to business, education, entertainment, and healthcare (Van Dijk, 2005). In the realm of education, incorporating ICT has the potential to make learning more interactive, engaging, and personalized (Warschauer & Matuchniak, 2010). In healthcare, ICT can enhance care quality, improve efficiency, and reduce costs by enabling information and resource sharing, facilitating remote consultations, and fostering telemedicine practices (Wagner, Hendrich, & Bartko, 2008).

B) The Najiz System

The Najiz system is an electronic platform developed by the Saudi Ministry of Justice, designed to standardize judicial procedures, and facilitate electronic judicial transactions. This system aims to simplify court services for citizens, residents, and business owners. As of 2022, it offers 140 electronic services, streamlining transaction completion for its beneficiaries. Implemented in 177 first-degree courts within Saudi Arabia, the Najiz system standardizes judicial procedures among these courts, reducing the processes conducted in other kingdom courts to 78 procedures. Services offered by the Najiz system include the finalization and certification of deeds, access to case details and court hearing schedules, execution of orders for either claimant or defendant, agency activation and deactivation, and the submission of objections and inquiries regarding all legal documents (Ministry of Justice, Saudi Arabia, 2023).

8. RESULTS AND DISCUSSION

This section is dedicated to data analysis, research presentation, and interpreting results in alignment with the research objectives. The study focuses on the management of information systems within the Ministry of Justice's digital transformation plan. The research aimed to evaluate the NAJIZ platform, an electronic justice services system established to consolidate services required by beneficiaries of courts and notary offices via a unified electronic portal.

To present the findings, various visual aids such as tables, pie charts, and bar graphs were used. Regarding the response rate, a total of 286 participants were surveyed for this study. Questionnaires were distributed to 286 respondents. Out of these, 230 questionnaires were returned, while 56 were excluded as those respondents had not interacted with the Najiz system within the specified period. Consequently, the study achieved a response rate of 80.4% from all participants. Considering that 286 participants were initially intended to complete the questionnaire, the study's final sample size was comprised of 230 participants who interacted with the Najiz system.

According to Koen et al. (2018), a return rate of over 70% is deemed satisfactory for data processing and deriving conclusions. Therefore, it can be safely asserted that the response rate for this study was considerably high.

Results of the statistical analysis of the characteristics of the research sample

These characteristics will be addressed and explained as follows:

8.1 Gender:

The proportions of males and females were found to be unlike. From the total of 230 participants included in this study, 87.4% (201) were males and 12.6% (29) were females, all of whom had previously interacted with the Najiz system. Figure 1 depicts a picture of gender distribution.

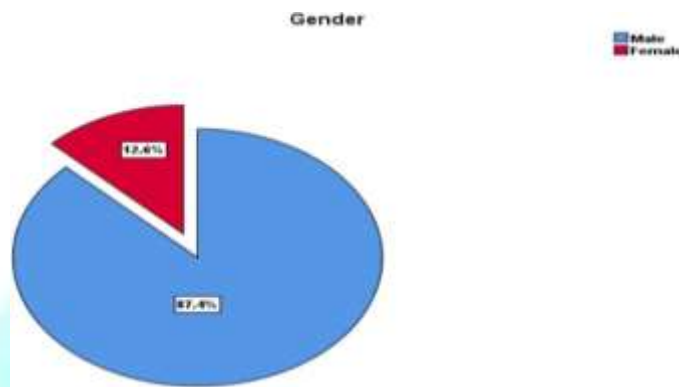


Figure 1: Participants' Gender distribution.

8.2 Participants' Age Group distribution:

The age group was classified into five groups: 18–25 years, 26–30 years, 31–35 years, 36–40 years, and above 40 years. Table 1 shows the categorization of the participants in those age groups. Participants over the age of 40 made up 32.6% (75), while those between the ages of 36 and 40 made up 30.9% (71). Then there were 24.3% (56) of those between the ages of 31 and 35, and 10% (23) of those between the ages of 26 and 30. The age group of 18-25 years had the lowest percentage, 2.2% (5). On comparison, a vast majority of participants were above the age of thirty, and very few participants were aged between eighteen and thirtyyears.

Table 2: Participants' Age Group distribution.

Age group	Frequency	Percent
18-25	5	2.2
26-30	23	10.0
31-35	56	24.3
36-40	71	30.9
Above 40	75	32.6
Total	230	100.0

8.3 Educational Qualification:

The education of the participants had a significant relationship with their understanding of the concept of e-governance and their ability to access its benefits and service delivery. Table 2 shows the level of education among participants. 45.2% (104) had a bachelor's degree, 23.5% (54) had a diploma, 20.4% (47) had a secondary level of education, and 10.9% (25) were post- graduates. From the results of the study, most of the participants were well educated. had acquired a bachelor's degree or higher.

Table 3: Participants' Educational qualification distribution.

qualification	Frequency	Percent
Secondary school level	47	20.4
Diploma	54	23.5
Bachelor	104	45.2
Master	22	9.6
Doctorate	3	1.3
Total	230	100.0

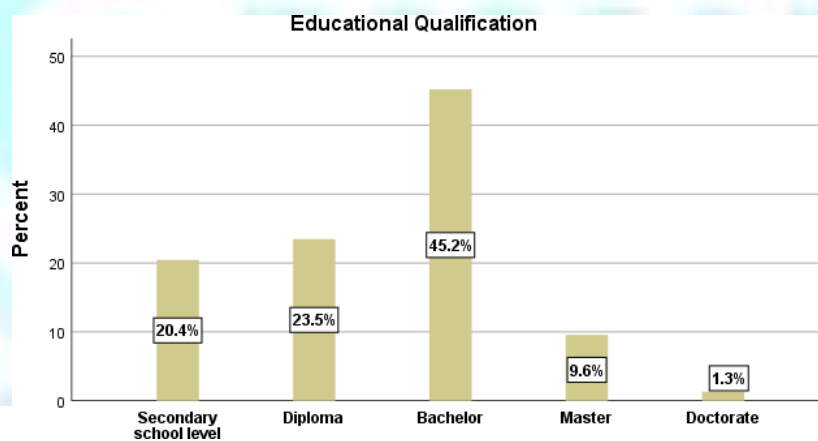


Figure 2: Participants' Educational qualification distribution.

8.4 Participants Occupation:

The respondents were asked, "Which sector do you work in?" Table 3 shows the findings. The results show that 25.7% (n = 59) of the respondents were working in health services; the same percentage indicated they were working in military forces; 11.3% (n = 26) pointed out that they were working in education; the same percentage indicated they were working in the judiciary. 8.7% (n = 20) pointed out that they are civil servants; 7.4% (n = 17) indicated they are engineers; and 7.0% (n = 16) pointed out that they are marketers, bankers, and account officers. Another 3.0% (n = 7) pointed out they were unemployed.

To provide a brief description of participants' occupations, the results indicated that a vast majority of the users of the Najiz system, based on the questionnaire's responses, were from military, health, and judicial career paths. There was a rather varied distribution of the remaining participants between other occupations and those that were

not employed.

Table 4 Participants' Occupation.

Work Sector	Frequency	Percent
Health	59	25.7
Military	59	25.7
Education	26	11.3
Judiciary	26	11.3
Services	20	8.7
Engineering	17	7.4
Retail and Commerce	16	7.0
Unemployed	7	3.0
Total	230	100.0

8.5 Digital Literacy Skills Assessment:

"On a scale of 1 to 5, how would you assess your skills in dealing with electronicsystems?" This question has been asked to participants in the survey to find out their assessment of their skills dealing with electronic systems. Of the 230 participants, the majority (33nt of their skills dealing with electronic systems. Ofthe 230 participants, the majority (33%) of the respondents (n = 76) believed that they have extensive experience in the skill area. According to a frequencyanalysis, 30.4% of respondents (n=70) have good experience in the skill area, followed by those who have some experience in the skill area (20.9% (n=48) of respondents), and those who have little experience in the skill area (87% (n=20) of respondents. Finally, 7% (n = 16) of respondents believe that they do not haveexperience in the skill area. as illustrated in Table 4.

The participants were very confident in their skills in dealing with technology, and many indicated that they were digitally literate. This could further bevalidated as most of the participants had formal education, which would allow them to have an easier time navigating the system.

Table 5: Participants' Digital Literacy Skills Assessment.

Score	Rating Scale	Frequency	Percent	Mean ± S.D	Relative Importance
1	no experience in the skill area	16	7.0	3.74 ± 1.205	(3.74 ÷ 5) * 100= 74.8%
2	little experience in the skill area	20	8.7		
3	some experience in the skill area	48	20.9		
4	good experience in the skill area	70	30.4		
5	Extensive experience in the skill area	76	33.0		
Total		230	100.0		

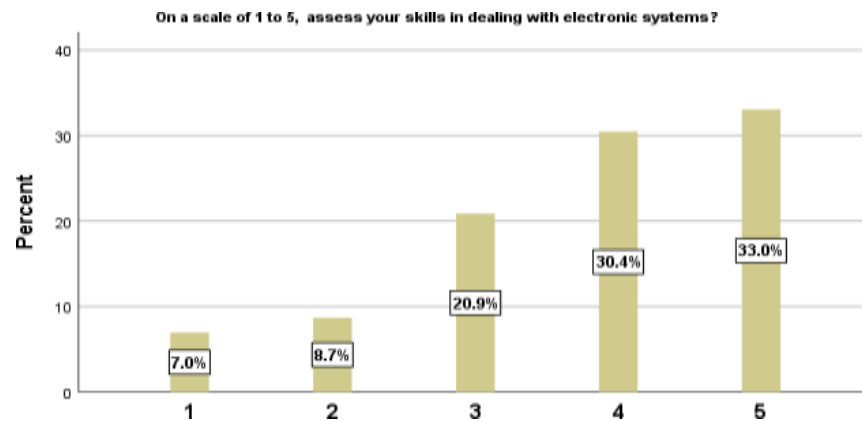


Figure 3: responses to the level of digital literacy of participants

8.6 Najiz System service(s):

The participants have been asked, "What service(s) did they use on the Najizsystem?" The percentages of services provided by the Najiz system ranged from 0.4 to 19.1%. The most frequent services were case-related services (19.1%).Property ownership transfer (16.1%), queries and verification services (11.7%), enforcement services (10%), commercial services (6.1%), procurement and corporations (5.7%), and lawyer services (2.2%), as a single service. The participants could access the Najiz system to order two services or more, as illustrated in the table below.

Table 6: Participants’ service(s) used on Najiz system.

service(s)	Frequency	Percent
Cases-related services	44	19.1
Property ownership transfers	37	16.1
Queries and verification services	27	11.7
Enforcement services	23	10.0
Case-related services; enforcement services	14	6.1
Commercial services	14	6.1
Procuration-corporations	13	5.7
Case-related services, property ownership transfer	8	3.5
Case-related services, enforcement services, queries, and verification services	6	2.6
Lawyers Services	5	2.2
Property ownership transfer, queries, and verification services	4	1.7
Cases-related services, Property ownership transfer; queries and verification services; enforcement services;	3	1.3
commercial services; lawyer's services		
Property ownership transfer; enforcement services	3	1.3

Commercial services, property ownership transfer	3	1.3
Case-related services, queries, and verification services	2	.9
Case-related services, property ownership transfer, enforcement services	2	.9
Cases-related services, Property ownership transfer; queries and verification services; enforcement services	2	.9
Case-related services, enforcement services, and commercial services	2	.9
Case-related services, enforcement services, lawyers' services	2	.9
Case-related services, commercial services	2	.9
Queries and verification services; enforcement services	2	.9
Cases-related services, Property ownership transfer, queries, and verification services Procuration-corporations	1	.4
Case-related services, enforcement services, commercial services, lawyer's services	1	.4
Case-related services, property ownership transfer, commercial services	1	.4
Cases-related services, Transfer of property ownership, Queries and verification services, Commercial services	1	.4
Case-related services, queries and verification services, lawyers' services	1	.4
Case-related services, procurement corporations	1	.4
Property ownership transfer; queries and verification services; enforcement services	1	.4
Enforcement services, commercial services	1	.4
Enforcement services, commercial services, enforcement services, commercial services	1	.4
Legal Services; Enforcement Services	1	.4
Property ownership transfer, enforcement services, and lawyers' services	1	.4
Enforcement services, procurement corporations	1	.4
Total	230	100.0

8.7 : Satisfaction Level

The question "How was your general experience with the Najiz System?" is used to gauge level of satisfaction. The table that followed represented the mean value and standard deviation for the Findings and Analysis attribute: the level of satisfaction with the quality of e-service delivery.

Table.6 provides descriptive statistics for Najiz's level of satisfaction. The highest mean value of the measured item was 4.25, with a 0.838 standard deviation. The results of the satisfaction survey suggested that the e-service delivery by Najiz succeeded in achieving the highest level of satisfaction (85%).

Based on the frequencies of the respondents The system was satisfactory with 105 of the respondents indicating that they were very satisfied (45.7%) and 86 respondents indicating that they were satisfied (37.4%). With over half of the total number of respondents indicating a high satisfaction rate, this would thus showcase that the digitization of the Saudi judicial system has helped to reduce the dissatisfaction rate with the judicial system in

Saudi Arabia, as shown in the table below.

Table 7: Participants' Descriptive statistics for level of satisfaction delivery by Najiz System

Score	Rating Scale	Frequency	Percent	Mean ± S.D	Relative Importance
1	Not Applicable	2	0.9	4.25 ± .838	(4.25 ÷ 5) *100=85%
2	Dissatisfied	5	2.2		
3	Neither satisfied nor dissatisfied	32	13.9		
4	Satisfied	86	37.4		
5	Very Satisfied	105	45.7		
Total		230	100.0		

8.8 : Najiz Portal Effectiveness:

Najiz Portal effectiveness is measured through this question: "How has the Najiz Portal been effective in speeding up the judicial services?" The same response categories were used for several items intended to measure a given variable, and each item has been scored in a uniform manner with five response categories, ranging from 1 to 5. In the scale construction, response patterns across several items were scored. The level of good governance was graded using five-point Likert scales. The table displayed the grading scale used in grading the questionnaires by the respondents. The scale has five levels of grading from 5 to 1, where 5 denotes the highest grading score and 1 refers to the lowest.

Descriptive statistics for the level of effectiveness of Najiz's delivery The highest mean value of the measured item was 3.37, with a 1.456 standard deviation. The results of effectiveness suggested that the e-service delivery by Najiz succeeded in achieving a high level of effectiveness (67.4%).

Table 7 provided an evaluation of the Najiz portal's effectiveness. From the results of the online survey questionnaire, the majority of the respondents indicated that the Najiz system was effective in speeding up the judicial services (35.9%). On a scale of one to five, 20% of respondents indicated that the Najiz system was effective as usual, and 26.1% indicated that the Najiz system was ineffective in speeding up judicial services.

Table 8: Participants' Assessment of Najiz Portal Effectiveness.

Score	Rating Scale	Frequency	Percent	Mean ± S.D	Relative Importance
1	Very Ineffective	45	19.6	3.37 ± 1.456	(3.37 ÷ 5) *100=67.4%
2	Ineffective	15	6.5		
3	As Usual	46	20.0		
4	Effective	58	25.2		
5	Very Effective	66	28.7		
Total		230	100.0		

Advantages of Najiz portal to the Judiciary:

A question has been asked to participants of the survey” What advantages has the Najiz portal brought to the Judiciary?” to find out the positives of adapting electronic systems services, among 230 participants the majority 43 % of the respondents (n=101) believed that Faster processing of case files. 21.7% of the respondents with a frequency of (n=50) they have Easier access and security for case files, followed by those who thought Najiz portal Improved organization of court files 16.5% (n=35).

Najiz system has also brought about a variety of advantages to users. When queried on the advantages, Reduced corruption 9.6% (n=22), some of respondents indicated Najiz portal is Openness in the judiciary service 8.3% (n=19). As shown in figure below. the responses were shown in the bar chart below:

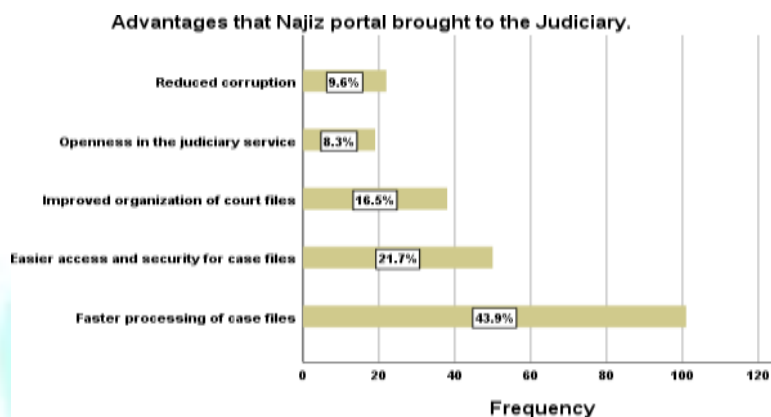


Figure 4: Advantages of Najiz portal

8.9 Challenges of Najiz portal:

The participants have been asked about” What are the challenges do you experience while using the Najiz portal?”, among 230 participants the majority 47.4 % of the respondents (n=109) believed that some services were missing. 22.6% of the respondents with a frequency of (n=52) The interface is not being user friendly, followed by those who thought Najiz portal website lagged 21.3% (n=49). some of respondents indicated Najiz portal is simple to use without challenges in the judiciary service 8.7% (n=20). As shown in figure below. the responses were as show in the figure below:

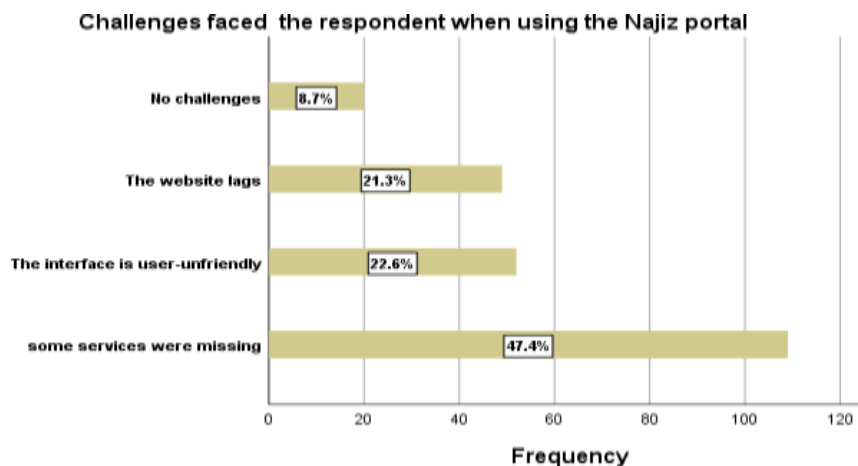


Figure 5: the challenges of the Najiz System

8.10 Improvements and changes on the Najiz judiciary portal:

The participants have been asked, "What changes should be made on the Najiz judiciary portal to make it more efficient?" The majority of the respondents (n = 144) believe that more services should be added to the portal. reduce lagging and downtime of the website was indicated by 22.6% of the respondents (n = 52), along with updating the user`s guide of the website, which had the least percentage of 0.9% (n = 2). Some of the respondents indicated the Najiz portal is too suitable and no changes are needed in the judiciary services (1.7%, n = 4). The responses were as shown in the figure below:

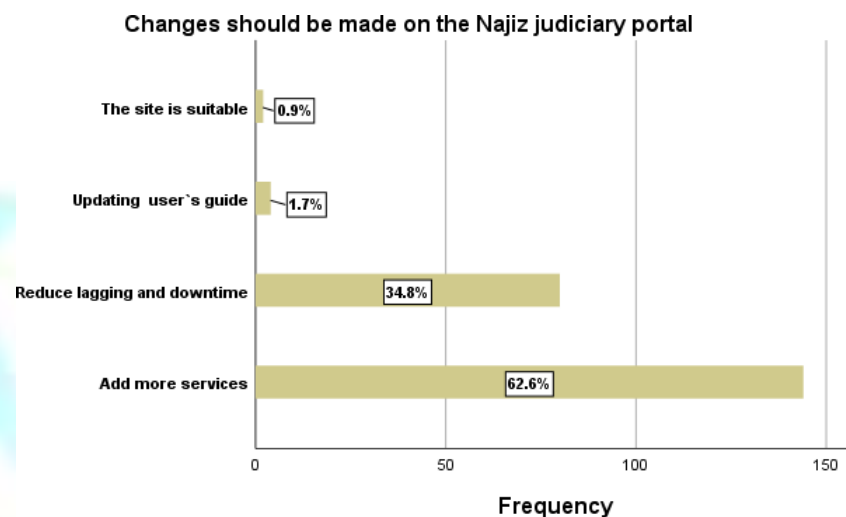


Figure 6: the Improvements that can be made to the Najiz System.

8.11 Relationship between Demographic variables and Najiz portal services:

The study seeks to explore the Correlation between demographic variables and Najiz portal services subscales. following hypothesis was proposed:

H1: There is a significant Correlation between demographic variables and Najizportal services.

Hypotheses Results:

Pearson Correlation test:

The Pearson correlation was considered to find out the relationship between demographic variables of the respondents and Najiz portal service subscales, as illustrated in Table 8.

According to the correlation results, skill in using Najiz portal services was positively related to effectiveness and education while negatively related to gender and age group. Satisfaction was negatively related to gender, whereas effectiveness was positively related to education.

Table 9: Correlation efficacy between demographic variables and Najiz porta services subscales.

Subscale	test	Satisfaction	Effectiveness	Gender	Age groups	Education	Occupation
Skill	Pearson Correlation	-.001	.543(**)	-.168(*)	-.143(*)	.224(**)	-.023
Satisfaction	Pearson Correlation	1	.021	-.144(*)	-.062	-.093	.003
Effectiveness	Pearson Correlation	-	1	.012	-.035	.153(*)	.036

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

8.12 Regression Model:

Hypotheses Results:

The study seeks to investigate the impact of participants' skills on Najiz's portaleffectiveness. The following hypothesis was proposed:

H1: The participant's skill has a significant impact on Najiz's portal effectiveness.

The skill of the participant was used to predict the dependent variable, which was the effectiveness of the Najiz portal. $F(1,228) = 95.381, p.001$, indicating that the independent variable (participant's skill) significantly predicted the dependent variable (Najiz portal effectiveness). Furthermore, the R^2 of .295 indicates that the model explains 29.5% of the variance in the effectiveness of the Najiz portal.

Also, coefficients were looked at to see how the factor affected the criterion variable (the effectiveness of the Najiz portal). H1 evaluates whether.

The skill of a participant has a significant and positive impact on the effectiveness of the Najiz Portal. The results revealed that the participant's skill had a significant and positive impact on the Najiz portal's effectiveness ($B = .656, t = 9.766, p = .000$). Hence, H1 was supported.

Table 10: Hypotheses Results:

Hypotheses	Regression Weight	B	t	p-value	Results
H1	S → E	.656	9.766	.000*	Supported
R	.295				
F(1,228)	95.381				

Note. * $p < 0.05$, S: Skill, E: Effectiveness

Model Equation: Effectiveness= $0.915 + 0.656 * \text{skill}$

The table presents the results of hypothesis testing for H1, which is whether the participant's skill has a significant impact on Najiz's portal effectiveness. The regression weight for H1 is 0.656, which means that for every one-unit increase in skill, there is a predicted increase of 0.656 units in portal effectiveness. The t-value of 9.766 is statistically significant ($p < 0.05$), indicating that the relationship between skill and effectiveness is not due to chance. Therefore, the null hypothesis (there is no significant correlation between participant skill and portal effectiveness) is rejected, and the research hypothesis (that skill has a significant impact on portal effectiveness) is

supported. The model equation presented shows that skill has a positive effect on effectiveness, as demonstrated by the positive coefficient of 0.656. The table also includes the results of the F-test, which is a statistical test used to determine whether the regression model is statistically significant. In this case, the F-value of 95.381 is highly significant ($p < 0.05$), indicating that the model is a good fit for the data and that the relationship between skill and effectiveness is statistically significant.

The table also provides additional information, such as the standard error (SE) of the regression weight and the R-squared value, which is a measure of how well the regression model fits the data. In this case, the R-squared value of 0.295 indicates that about 30% of the variation in portal effectiveness can be explained by the variation in participant skill.

Overall, the table provides evidence to support the research hypothesis that participant skill has a significant impact on Najiz's portal effectiveness. The results suggest that improving participants' skill levels can increase the effectiveness of the Najiz portal service. However, it is important to note that these results are specific to the context of the study and should be interpreted within the limitations of the research design and sample.

Conclusions

The purpose of this is to investigate the impact of the Najiz system on the services provided by the Ministry of Justice in Saudi Arabia conclusion, the digitization of the Saudi judicial system has made significant progress in supporting the management of judicial services for the Kingdom's citizens. The implementation of the Najiz system has increased citizens' satisfaction and made it easier for them to access legal services, including case processing and property transfers. This has contributed to the improvement of the justice system and the dissemination of justice in Saudi Arabia and has also helped the country to achieve its United Nations Sustainable Development Goals. Despite these positive outcomes, the infrastructure of the IT system offers several challenges that may hinder the success of the Najiz system. In particular, the system struggles to handle the large number of requests made by users and is prone to delays, which can compromise the efficiency of the system. To address these challenges, the research recommends expanding cloud computing technology to improve the system's processing capabilities and reduce delays. In conclusion, while the Najiz system has made significant strides in the digitization of the Saudi judicial system, further improvements are necessary to ensure that the benefits of the system can be fully realized.

Recommendations

Based on the findings of the main study, several recommendations can be made. These recommendations include:

1. **Optimization of the Existing System:** A comprehensive evaluation of the current system is necessary to identify areas of underutilization. Capitalizing on these resources will augment the system's overall structure, thereby enabling it to process a larger volume of requests efficiently.
2. **Enhancement of User-Friendliness:** Efforts should be directed towards enhancing the Najiz system's user-friendliness. This can be achieved by implementing solutions unearthed in the study to tackle user difficulties, thereby maximizing the system's potential and expanding accessibility to judicial services.
3. **Promotion of Gender Inclusivity:** Additional research is required to assess the influence of digitization on promoting gender inclusivity. This is crucial to addressing the paucity of female participation in the study and furnishing essential data that will assist in narrowing the gender divide.

4. Expansion of Services: In alignment with user feedback, the Najes system should incorporate a wider range of services. This will increase its utility and cater more effectively to user requirements.
5. Regular Evaluations: Periodic assessments of the Najes system are imperative to detect areas requiring improvement and safeguard its continued efficacy. This proactive approach will aid in resolving emerging issues promptly and keeping the system attuned to evolving needs and demands.

Study Limitations

- Technical Challenges: The limitations of the technical infrastructure of the Najes system could potentially hinder access and ease of use.
- User Experience: Even with ongoing improvements, the user-friendliness of the Najes system may still present issues, particularly for individuals with limited technology literacy.
- Gender Disparity: The study's focus on digital transformation within the Ministry of Justice encountered a gender imbalance, with most participants being male. This could limit the overall inclusivity and applicability of the research.
- Representational Limitations: The study showed constraints in accurately representing various societal segments, specifically women, who composed a small percentage of the total participants. This could potentially limit the validity of the study's findings and its capacity to cater to all user needs.
- Accessibility Issues: Despite expanded access to judicial services, certain segments of the population may still face challenges in accessing the system due to factors such as geographical location or socio-economic status.
- Lack of Regular Evaluations: The absence of regular evaluations of the Najes system may hinder its ability to swiftly address emerging issues and adapt to changing user needs and demands.
- Additional Services Constraints: Despite user feedback, the Najes system's capacity to add more services could be restricted due to technical and resource limitations.

Future directions

1. Addressing the challenges: The study has identified several challenges faced by the Najiz system, such as lagging, user interface, and missing services. Addressing these challenges will require a concerted effort by the Ministry of Justice and the developers of the system to improve its functionality and user-friendliness.
2. Adding more services: The majority of respondents indicated that more services should be added to the Najiz portal. The Ministry of Justice should prioritize the development and implementation of additional services to meet the needs of users and improve the efficiency of the judicial system.
3. Improving user skills: The study found that participant skills had a significant impact on the effectiveness of the Najiz portal. The Ministry of Justice should prioritize efforts to improve the skills of users and provide training and support to enhance their use of the system.
4. Expanding cloud computing technology: To improve the processing capabilities of the system and reduce delays, the Ministry of Justice should consider expanding cloud computing technology to support the Najiz system.
5. Continuous evaluation and improvement: The Ministry of Justice should continuously evaluate the effectiveness of the Najiz system and seek feedback from users to identify areas for improvement. This will enable the Ministry to make informed decisions and take action to improve the system and the digitization of

the Saudi judicial system as a whole.

Overall, the digitization of the Saudi judicial system has the potential to significantly improve the efficiency and accessibility of legal services for citizens. The Najiz system has made significant progress in this regard, but there is still much work to be done to fully realize the benefits of the system. By addressing the challenges identified in this study and pursuing these future directions, the Ministry of Justice can continue to improve the system and contribute to the advancement of the Saudi judicial system.

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