أثر التحول الرقمي على جودة الخدمات في القطاع الحكومي السعودي: دراسة تطبيقية على وزارة الداخلية السعودية

ساير العتيبي كمال خوالدي

المستخلص: على الرغم من أن التقنيات الرقمية ضرورية لتمكين الابتكار في عمليات تقديم الخدمات، إلا أنه لا يزال من المهم فهم كيفية تأثيرها على جودة الخدمة والتفاعلات بين مقدم الخدمة والعملاء. تهدف هذه الدراسة إلى التعرف على أثر التحول الرقمي على جودة الخدمات في القطاع الحكومي السعودي، وذلك من خلال دراسة تطبيقية على وزارة الداخلية السعودية. ولتحقيق أهداف الدراسة استخدمت الدراسة المنهج الوصفي التحليلي بالإضافة إلى استخدام الاستبانة كأداة لجمع البيانات من أفراد عينة الدراسة من الموظفين العاملين في وزارة الداخلية السعودية، وقد شملت عينة الدراسة عينة عشوائية بلغ عددها (164) موظف .

توصلت النتائج إلى وجود أثر ذو دلالة إحصائية عند مستوى الدلالة الإحصائية ($\alpha \leq 0.05$) لتوافر عناصر ومتطلبات التحول الرقمي (الرؤية الإستراتيجية، الموارد البشرية المؤهلة، البنية التحتية والأجهزة، شبكات الاتصال، وأمن المعلومات) على مستوى جودة الخدمة في أبعاد الجودة المختلفة (الموثوقية، الاستجابة، الملموسة، الضمان). أيضا لا توجد فروق ذات دلالة إحصائية عند مستوى الدلالة الإحصائية ($\alpha \leq 0.05$) في متوسط استجابات أفراد عينة الدراسة حول تأثير التحول الرقمي على مستوى جودة الخدمة.

وأوصت الدراسة بعدد من التوصيات أهمها: ضرورة رفع مستوى اهتمام الوزارة بتقديم الدورات التدريبية والتطويرية التي تعمل على تحسين أداء الموظفين. أيضا رفع مستوى اهتمام الوزارة بإجراء الصيانة الدورية للأجهزة لتلافي الأعطال والاستفادة من التحول الرقمي في توفير أنظمة إلكترونية للرد على استفسارات المستفيدين.

الكلمات المفتاحية: التحول الرقمي، الخدمات الحكومية، جودة الخدمات، وزارة الداخلية السعودية.

Total	High school or less	11	113.68	6.156	4	0.188
	Professional Diploma	9	82.28			
	Bachelor	119	80.61			
	Master's	20	82.55			
	PhD	5	59.20			

Table 24: Mean Rank, Sum of ranks, and Kruskal-Wallis test results according to Job title

Axis	Job title	N	Mean Rank	Kruskal-Wallis H	df	Sig.
First Axis: the reality of digital transformation	Customer service	1	148.50	6.908	6	0.329
	Technical	9	81.33			
	Administrative	13	98.19			
	Supervisor	6	84.17			
	Manager	30	68.83			
	security officer	67	80.49			
	Other	38	89.74			
Second Axis: the level of quality of services	Customer service	1	145.00	5.037	6	0.539
	Technical	9	76.72			
	Administrative	13	89.08			
	Supervisor	6	87.25			
	Manager	30	68.95			
	security officer	67	85.51			
	Other	38	84.62			
Total	Customer service	1	153.00	6.657	6	0.354
	Technical	9	79.67			
	Administrative	13	94.58			
	Supervisor	6	87.08			
	Manager	30	67.73			
	security officer	67	82.30			
	Other	38	88.47			

Table 22: Mean Rank, Sum of ranks and Kruskal-Wallis test results according to age

Axis	Age	N	Mean Rank	Kruskal-Wallis H	df	Sig.
First Axis: The reality of digital transformation	Under 30 years old	46	85.09	1.738	3	0.629
	30-40 years old	83	84.70			
	41 - 50 years old	25	71.32			
	51 years and over	10	80.25			
Second Axis: the level of quality of services	Under 30 years old	46	89.73	4.068	3	0.254
	30-40 years old	83	82.83			
	41 - 50 years old	25	66.44			
	51 years and over	10	86.70			
Total	Under 30 years old	46	86.65	2.288	3	0.515
	30-40 years old	83	84.14			
	41 - 50 years old	25	69.66			
	51 years and over	10	81.85			

Table 23: Mean Rank, Sum of ranks, and Kruskal-Wallis test results according to Academic qualification

Axis	Academic qualification	N	Mean Rank	Kruskal-Wallis H	df	Sig.
First Axis: The reality of digital transformation	High school or less	11	111.77	5.057	4	0.282
	Professional Diploma	9	83.00			
	Bachelor	119	80.75			
	Master's	20	80.88			
	PhD	5	65.40			
Second Axis: the level of quality of services	High school or less	11	108.55	4.551	4	0.337
	Professional Diploma	9	77.00			
	Bachelor	119	81.39			
	Master's	20	82.55			
	PhD	5	61.40			

Table 20: Results of the analysis of the variance of the linear regression between information security and service quality level

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.435	1	13.435	79.590	0.000
	Residual	27.346	162	0.169		
	Total	40.780	163			
R= 0.574						

Table 21: Mean Rank, Sum of ranks and Mann-Whitney test results according to gender

Axis	Gender	N	Mean Rank	Sum of Ranks	Mann-Whitney	Sig.
First Axis: the reality of digital transformation	Male	161	83.49	13442.00	82.000	0.049
	Female	3	29.33	88.00		
Second Axis: The level of quality of services	Male	161	83.32	13414.00	110.000	0.104
	Female	3	38.67	116.00		
Total	Male	161	83.48	13441.00	83.000	0.051
	Female	3	29.67	89.00		

Table 17: Results of the analysis of the variance of the linear regression between qualified human resources and service quality level

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.529	1	9.529	49.393	0.000
	Residual	31.252	162	0.193		
	Total	40.780	163			
R= 0.483						

Table 18: Results of the analysis of the variance of the linear regression between infrastructure and devices and service quality level

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.893	1	12.893	74.894	0.000
	Residual	27.888	162	0.172		
	Total	40.780	163			
R= 0.562						

Table 19: Results of the analysis of the variance of the linear regression between communication networks and service quality level

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.231	1	16.231	107.107	0.000
	Residual	24.549	162	0.152		
	Total	40.780	163			
R= 0.631						

Table 15: Arithmetic averages, the standard deviation, and the relative weight of the responses of the study sample individuals on the paragraphs related to (Assurance)

No.	Paragraph	Mean	Percentage	Std. Deviation	Chi-Square	Asymp. Sig.	Agreement Level	Rank
1.	Digital transformation has enhanced trust between employees and beneficiaries	4.45	89.0%	0.630	53.610	0.000	Strongly Agree	2
2.	The digital transformation has contributed to increasing the level of transparency in services	4.38	87.6%	0.704	108.634	0.000	Strongly Agree	4
3.	The digital transformation preserved the confidentiality and privacy of the data of the beneficiaries	4.43	88.6%	0.684	118.195	0.000	Strongly Agree	3
4.	The digital transformation made it possible for the beneficiaries to track the status of their requests without being restricted to the official working hours	4.52	90.4%	0.713	228.927	0.000	Strongly Agree	1
All paragraphs of the questionnaire		4.45	89.0%	0.568	202.341	0.000	Strongly Agree	

Table 16: Results of the analysis of the variance of the linear regression between strategic vision and service quality level

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.766	1	12.766	73.819	0.000
	Residual	28.015	162	0.173		
	Total	40.780	163			
R= 0.559						

Table 14: Arithmetic averages, the standard deviation, and the relative weight of the responses of the study sample individuals on the paragraphs related to (Tangibility)

No.	Paragraph	Mean	Percentage	Std. Deviation	Chi-Square	Asymp. Sig.	Agreement Level	Rank
1.	The service provided has become effective and efficient	4.44	88.8%	0.599	57.671	0.000	Strongly Agree	3
2.	The digital transformation has contributed to increasing the level of beneficiaries satisfaction with the quality of services	4.47	89.4%	0.650	135.951	0.000	Strongly Agree	2
3.	Digital transformation has helped improve the ministry's reputation and meet the needs of beneficiaries	4.56	91.2%	0.658	165.122	0.000	Strongly Agree	1
4.	There is a small number of complaints submitted by beneficiaries about the poor quality of services provided by the Ministry	4.11	82.2%	0.844	126.732	0.000	Agree	4
All paragraphs of the questionnaire		4.39	87.8%	0.550	125.756	0.000	Strongly Agree	

Table 13: Arithmetic averages, the standard deviation, and the relative weight of the responses of the study sample individuals on the paragraphs related to (Response)

No.	Paragraph	Mean	Percentage	Std. Deviation	Chi-Square	Asymp. Sig.	Agreement Level	Rank
1.	The digital transformation has contributed to improving the speed of response to provide services to beneficiaries	4.54	90.8%	0.610	72.451	0.000	Strongly Agree	1
2.	The digital transformation contributed to accelerating the response to the complaints of the beneficiaries and working to solve them	4.36	87.2%	0.798	178.500	0.000	Strongly Agree	3
3.	The digital transformation helped diversify the means of communication between the Ministry and the beneficiaries through (mobile, social networking sites, e-mail, chat, ... etc.).	4.43	88.6%	0.719	204.110	0.000	Strongly Agree	2
4.	Digital transformation has provided electronic systems to respond to beneficiaries inquiries	4.35	87.0%	0.780	163.317	0.000	Strongly Agree	4
All paragraphs of the questionnaire		4.42	88.4%	0.618	276.341	0.000	Strongly Agree	

Table 12: Arithmetic averages, the standard deviation, and the relative weight of the responses of the study sample individuals on the paragraphs related to (Reliability)

No.	Paragraph	Mean	Percentage	Std. Deviation	Chi-Square	Asymp. Sig.	Agreement Level	Rank
1.	The digital transformation has contributed to improving the degree of commitment to service delivery times	4.54	90.8%	0.558	74.354	0.000	Strongly Agree	2
2.	The service provided to the beneficiaries has become more credible and quality	4.56	91.2%	0.546	78.671	0.000	Strongly Agree	1
3.	There is integration and consistency between the stages of access to the service provided	4.46	89.2%	0.600	138.488	0.000	Strongly Agree	3
4.	Digital transformation helped deliver the service well the first time	4.45	89.0%	0.685	123.561	0.000	Strongly Agree	4
All paragraphs of the questionnaire		4.50	90.0%	0.506	209.939	0.000	Strongly Agree	

Table 11: Arithmetic averages, the standard deviation, and the relative weight of the responses of the study sample individuals on the paragraphs related to (Information Security)

No.	Paragraph	Mean	Percentage	Std. Deviation	Chi-Square	Asymp. Sig.	Agreement Level	Rank
1.	The Ministry places responsibility for the security and confidentiality of information among its priorities	4.60	92.0%	0.670	274.293	0.000	Strongly Agree	1
2.	The Ministry has a specialized and independent department for information security	4.53	90.6%	0.738	240.573	0.000	Strongly Agree	3
3.	The Ministry is keen to preserve all data and information related to employees and beneficiary citizens	4.60	92.0%	0.583	88.439	0.000	Strongly Agree	1 rep.
4.	The Ministry is interested in hiring the best specialists in the field of information security to counter any breaches that may occur by hackers.	4.43	88.6%	0.776	194.110	0.000	Strongly Agree	4
All paragraphs of the questionnaire		4.54	90.8%	0.562	319.732	0.000	Strongly Agree	

Table 10: Arithmetic averages, the standard deviation, and the relative weight of the responses of the study sample individuals on the paragraphs related to (Communication Networks)

No.	Paragraph	Mean	Percentage	Std. Deviation	Chi-Square	Asymp. Sig.	Agreement Level	Rank
1.	The Ministry uses internal communication networks to speed up the internal communication process	4.39	87.8%	0.787	177.829	0.000	Strongly Agree	1
2.	The communication networks used achieve interdependence and integration between all departments within the ministry	4.28	85.6%	0.780	163.744	0.000	Strongly Agree	3
3.	The information networks used facilitate the transfer and exchange of information between departments	4.34	86.8%	0.738	182.829	0.000	Strongly Agree	2
4.	The Ministry has electronic databases that facilitate the process of searching and retrieving data and information	4.28	85.6%	0.883	152.159	0.000	Strongly Agree	3 rep.
All paragraphs of the questionnaire		4.32	86.4%	0.708	249.622	0.000	Strongly Agree	

Table 9: Arithmetic averages, the standard deviation, and the relative weight of the responses of the study sample individuals on the paragraphs related to (infrastructure and devices)

No.	Paragraph	Mean	Percentage	Std. Deviation	Chi-Square	Asymp. Sig.	Agreement Level	Rank
1.	The Ministry provides a separate financial budget for the purchase of modern technical equipment and devices	4.07	81.4%	0.982	100.817	0.000	Agree	3
2.	The Ministry is keen to rely on the latest equipment to speed up the pace of work	4.24	84.8%	0.921	142.098	0.000	Strongly Agree	1
3.	The specifications of the devices available in the ministry are commensurate with the nature of the work required	4.22	84.4%	0.893	129.598	0.000	Strongly Agree	2
4.	The Ministry is interested in conducting periodic maintenance of devices to avoid malfunctions	4.07	81.4%	1.042	100.939	0.000	Agree	3 rep.
All paragraphs of the questionnaire		4.15	83.0%	0.824	217.220	0.000	Agree	

Table 8: Arithmetic averages, the standard deviation, and the relative weight of the responses of the study sample individuals on the paragraphs related to (qualified human resources)

No.	Paragraph	Mean	Percentage	Std. Deviation	Chi-Square	Asymp. Sig.	Agreement Level	Rank
1.	The Ministry was interested in planning human resources in line with digital transformation processes	4.18	83.6%	0.906	118.866	0.000	Agree	2
2.	The Ministry is keen to hire technicians specialized in modern digital technologies	4.33	86.6%	0.859	165.207	0.000	Strongly Agree	1
3.	The Ministry is interested in providing training and development courses that improve the performance of employees	4.05	81.0%	1.079	94.171	0.000	Agree	4
4.	Employees within the Ministry are keen to perform their work tasks with efficiency and accuracy, and are interested in participating in the digital transformation processes	4.18	83.6%	0.874	128.134	0.000	Agree	2 rep.
All paragraphs of the questionnaire		4.19	83.8%	0.801	197.439	0.000	Agree	

	From 6 to 10 years	33	20.1%
	From 11 years and over	65	39.6%
	Total	164	100.0%

Table 7: Arithmetic averages, the standard deviation, and the relative weight of the responses of the study sample individuals on the paragraphs related to (strategic vision)

No.	Paragraph	Mean	Percentage	Std. Deviation	Chi-Square	Asymp. Sig.	Agreement Level	Rank
1.	The Ministry has been keen to modify its strategic vision to include digital transformation and the provision of electronic services	4.69	93.8%	0.571	222.634	0.000	Strongly Agree	1
2.	The Ministry has defined a clear vision and procedures for implementing digital transformation processes	4.52	90.4%	0.669	229.415	0.000	Strongly Agree	2
3.	The Ministry has established a department to manage and follow up on digital transformation plans	4.45	89.0%	0.729	122.098	0.000	Strongly Agree	4
4.	Through digital transformation, the Ministry seeks to achieve a strategy and develop business models within the Ministry	4.51	90.2%	0.669	144.439	0.000	Strongly Agree	3
All paragraphs of the questionnaire		4.54	90.8%	0.550	212.024	0.000	Strongly Agree	

First Axis Total			20	0.946
6.	Second Axis: the level of quality of services in the Saudi Ministry of Interior	Reliability	4	0.865
7.		Response	4	0.867
8.		Tangibility	4	0.804
9.		Assurance	4	0.851
Second Axis Total			16	0.944
Total			36	0.962

Table 6: Distribution of respondents by their Characteristics

Variable	Item	Frequency	Percent
Gender	Male	161	98.2%
	Female	3	1.8%
Age	Under 30 years old	46	28.0%
	30-40 years old	83	50.6%
	41 - 50 years old	25	15.2%
	51 years and over	10	6.1%
Academic qualification	High school or less	11	6.7%
	Professional Diploma	9	5.5%
	Bachelor	119	72.6%
	Master's	20	12.2%
	PhD	5	3.0%
Job title	Security Officer	1	0.6%
	Customer service	9	5.5%
	Technical	13	7.9%
	Administrative	6	3.7%
	Supervisor	30	18.3%
	Manager	67	40.9%
	Other	38	23.2%
Years of Experience	fewer than 3 years	8	4.9%
	From 3 to 5 years	58	35.4%

Table 4: Correlation coefficient of each field and the total of the questionnaire

No.	Axis	Field	Correlation Coefficient	Sig.
1.	First Axis: the reality of digital transformation in the Saudi Ministry of Interior	The strategic vision	0.711**	0.000
2.		Qualified human resources	0.789**	0.000
3.		Infrastructure and devices	0.838**	0.000
4.		Communication Networks	0.824**	0.000
5.		Information Security	0.795**	0.000
6.	Second Axis: the level of quality of services in the Saudi Ministry of Interior	Reliability	0.803**	0.000
7.		Response	0.829**	0.000
8.		Tangibility	0.787**	0.000
9.		Assurance	0.771**	0.000

**** Correlation is significant at the 0.01 level.**

Table 5: Cronbach's Alpha for each field of the questionnaire

No.	Axis	Field	No. of Paragraphs	Cronbach's Alpha
1.	First Axis: the reality of digital transformation in the Saudi Ministry of Interior	The strategic vision	4	0.851
2.		Qualified human resources	4	0.881
3.		Infrastructure and devices	4	0.879
4.		Communication Networks	4	0.909
5.		Information Security	4	0.823

Table1:Level of agreement measurement scale

Level of agreement					
	Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
Scale	**5**	**4**	**3**	**2**	**1**
Mean	5.0 - 4.21	4.20 - 3.41	3.40 - 2.61	2.60 - 1.81	1.80 - 1

Table 2: The results of the internal consistency validity of the digital transformation axis:

the strategic vision		**qualified human resources**		**infrastructure and devices**		**Communication Networks**		**Information Security**	
No	Correlation	No	Correlation	No	Correlation	No	Correlation	No	Correlation
1	0.687**	1	0.826**	1	0.867**	1	0.853**	1	0.783**
2	0.862**	2	0.854**	2	0.851**	2	0.889**	2	0.883**
3	0.842**	3	0.910**	3	0.863**	3	0.862**	3	0.836**
4	0.840**	4	0.834**	4	0.866**	4	0.882**	4	0.844**

**** Correlation is significant at the 0.01 level.**

Table 3: The results of the internal consistency validity of the quality of services axis:

Reliability		**Response**		**Tangibility**		**Communication Networks**	
No	Correlation	No	Correlation	No	Correlation	No	Correlation
1	0.837**	1	0.790**	1	0.799**	1	0.829**
2	0.846**	2	0.885**	2	0.812**	2	0.894**
3	0.861**	3	0.864**	3	0.796**	3	0.827**
4	0.875**	4	0.853**	4	0.790**	4	0.844**

**** Correlation is significant at the 0.01 level.**

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participants' perspectives with equal relative weight, the Saudi Ministry of Interior has access to the network and devices as one of its digital transformation dimensions (83.0 percent), From the participants' point of view, with relative weight equals, the strategic vision is strongly available as one of the Saudi Ministry of Interior's aspects of the digital revolution (86.4 percent). According to respondents' perspectives, with relative weight equivalent, the Saudi Ministry of Interior significantly prioritizes information security as one of its digital transformation elements (90.8 percent).

The Saudi Ministry of Interior's accessibility of strategic vision, competent human resources, infrastructure and devices, communication networks, and information security has a statistically meaningful impact on service quality levels across a variety of quality dimensions such as reliability, response, tangibility, and guarantee, according to research results. The average responses of the research sample participants on the impact of digital transformation on the quality of service in the Saudi Ministry of Interior did not show any statistically significant changes at the statistical significance level (0.05) because of gender, age, Academic qualification, Job title, and Experience.

8. Recommendation

Following a review of the study's primary emphasis and in light of the study's findings, the study makes the following recommendations: Increase the Ministry's commitment to providing training and development programs that help staff members perform better (such as courses dealing with modern technology and software), By defining each employee's job precisely, you may increase their motivation to do their jobs well and accurately. You can also increase their enthusiasm for participating in digital transformation activities by establishing incentives and rewards and announcing the importance and significance of digital transformation for the employee. Increase the Ministry's interest in performing routine maintenance on equipment to prevent malfunctions (By setting up a department specializing in technical issues to address any malfunctions), increase the Ministry's interest in hiring the top experts in their fields, and increasing the Ministry's interest in planning human resources in accordance with digital transformation processes by the willingness to bring in Saudi professionals, and to bring in professionals from abroad.

Utilize digital transformation to one's advantage to better provide the service (By employing it to improve the quality of services, provide them faster, and create electronic service applications); utilize the digital transition to provide beneficiaries with electronic solutions that can answer their inquiries. Utilize digital transformation to protect the privacy and confidentiality of beneficiary data, as well as to increase the level of openness in services (by offering beneficiaries the chance to examine all the information that is authorized).

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and private universities in the Kingdom of Saudi Arabia. According to the study's findings, there are statistically significant differences between public universities and private universities in the availability of resources needed for digital transformation, favoring public universities, and there are statistically significant differences between public universities and private universities in the availability of faculty members with digital competencies, benefiting employees in the private sector. In light of crises that favor private institutions, there are statistically significant differences between public universities and private universities regarding the potential for the digital revolution of education.

An investigation (Al-Balushi et al., 2020) By assessing the extent of digital transformation inside public institutions, the study explores the realities of digital transformation in the State of Oman. The study relied on a descriptive methodology and in-depth interviews to gather data. It concluded that these institutions had made enormous efforts to create a culture of transformation among their clients to boost use.

In terms of service quality, Study (Ahmed, 2016) (Ahmed, 2016) The study focused on customer happiness and service performance. The study aimed to answer the following query: What impact does service quality have on client satisfaction? The study's most significant finding is that the quality of services has a favorable impact on customer satisfaction. The study's primary goal was to determine the degree of service performance in service institutions in achieving beneficiary satisfaction. The service quality dimensions are positively correlated (response, tangibility, Assurance). The study produced a number of recommendations, the most crucial of which is that the institution continue to improve the service and create employee training programs in order to offer more precise and understandable services.

The main objective of the current study is to ascertain the effect of digital transformation on service quality in the Saudi government sector through applied research at the Saudi Ministry of Interior. The strategic vision is strongly available from the participants' perspective, with relative weight equals, as one of the Saudi Ministry of Interior's digital transformation dimensions (90.8%); additionally, from the participants' perspective, with relative weight equals, qualified human resources are one of the Saudi Ministry of Interior's digital transformation dimensions (83.8 percent), The Saudi Ministry of Interior has access to the network and devices as one of its digital transformation dimensions, according to opinions of participants given equal relative weight (83.0 percent), The strategic vision is strongly available from the participants' perspective, with relative weight equals, as one of the Saudi Ministry of Interior's features of the digital revolution (86.4 percent). The Saudi Ministry of Interior strongly values information security as one of its digital transformation elements, according to respondents' viewpoints with relative weight equal (90.8 percent).

7. Conclusion

The most significant findings may be summarized as follows using the previously presented theoretical framework of the study and the outcomes of the statistical analysis of the regions and axes of the analysis conducted above:

From the participants' point of view, with associated weight equals, the strategic vision is strongly available as one of the Saudi Ministry of Interior's aspects of digital transformation (90.8 percent); from the participants' perspective, with relative weight equivalent, qualified human resources are one of the Saudi Ministry of Interior's digital transformation dimensions (83.8 percent), According to

groups. The following table shows these results:

From the previous table, it is clear that there were no statistically significant differences at the statistical significance level ($\alpha \leq 0.05$) in the average responses of the study sample members about the effect of digital transformation on service quality level in the Saudi Ministry of Interior due to Academic qualification. See table 23

❖ Job title:

The study conducted a Kruskal-Wallis Test for the differences between the averages to examine the differences between the three groups. The following table shows these results.

From the previous table it is clear that there were no statistically significant differences at the statistical significance level ($\alpha \leq 0.05$) in the average responses of the study sample members about the effect of digital transformation on service quality level in the Saudi Ministry of Interior due to Job title. See table 24

❖ Experience

The researcher conducted a Kruskal-Wallis Test for the differences between the averages to examine the differences between the three groups. The following table shows these results:

From the table 25 it is clear that there were no statistically significant differences at the statistical significance level ($\alpha \leq 0.05$) in the average responses of the study sample members about the effect of digital transformation on service quality level in the Saudi Ministry of Interior due to Experience. See table 24

6. Discussion

Due to the radical changes occurring in the global business environment, such as trade liberalization, the rapid advancement of information and communications, the level of competition, and technological globalization (Egyptian Cabinet Report, 2020: 3), the quality of services has emerged as the most important factor in achieving organizational objectives and gaining competitive advantage. Only by delivering a high level of performance that is consistent with the needs and preferences of the beneficiaries can competitiveness be attained, which explains the persistently rising interest in the quality of goods and services (Hamoud, 2007: 15).

Following the attention given to commodity production, public services have seen significant development because of their significance in the commercial contexts of nations. It became evident that the state's numerous organizations have an urgent need to improve service quality and performance levels. Providing the service to high-quality citizens is no longer sufficient. Instead, significant efforts must be made to improve service delivery to the level of quality that citizens desire (Idris, 2006). In addition to playing a significant role in national economies, the services sector differs from the commodities products sector in nature and is more complicated. This is viewed as a significant obstacle and starting point for obtaining excellence in service delivery (Zeithaml, Parasuraman, and Berry, 1990). As a result, the design of effective services incorporates intricate procedures that aim to fulfill beneficiaries' expectations as well as to increase profitability and competitiveness.

Additionally, the complexity of providing and controlling services has increased due to the quick and continuous growth in the number of services. To make the digital revolution a foundation for service delivery, digital transformation technology has thus emerged as one of the key tools for fostering digital culture.

Study by Al-Matref, 2020 aims to monitoring the actuality of digital transformation between them in light of current crises and natural disasters; the goal of this study was to explore the potential for digital transformation in public

It is clear from the previous table that the value of the correlation coefficient between communication networks and service quality level in various dimensions of quality reached (0.631) and the level of significance being (0.000), which is less than 0.05, indicating that there is a statistically significant effect at the statistical significance level ($\alpha \leq 0.05$) for the availability of communication networks on service quality level in various dimensions of quality (reliability, response, tangibility, guarantee) in the Saudi Ministry of Interior. See table 19

E. There is a statistically significant effect at the statistical significance level ($\alpha \leq 0.05$) for the availability of information security on service quality level in various dimensions of quality (reliability, response, tangibility, guarantee) in the Saudi Ministry of Interior.

To test the previous hypotheses, a linear regression test was applied; the following table shows the results:

It is clear from the previous table that the value of the correlation coefficient between information security and service quality level in various dimensions of quality reached (0.574) and the level of significance is (0.000), which is less than 0.05, indicating that there is a statistical significant effect at the statistical significance level ($\alpha \leq 0.05$) for the availability of information security on service quality level in various dimensions of quality (reliability, response, tangibility, guarantee) in the Saudi Ministry of Interior. See table 20

2. The Second Main Hypothesis: There are statistically significant differences at the statistical significance level ($\alpha \leq 0.05$) in the average responses of the study sample members about the effect of digital transformation on service quality level in the Saudi Ministry of Interior due to the demographic characteristics of the sample members in terms of (gender, academic qualification, Experience, specialization, job title).

❖ Gender:

The study conducted a Mann Whitney test for the differences between the averages to examine the differences between males and females. The following table shows these results:

From the previous table, it is clear that there were no statistically significant differences at the statistical significance level ($\alpha \leq 0.05$) in the average responses of the study sample members about the effect of digital transformation on service quality level in the Saudi Ministry of Interior due to gender. See table 21

❖ Age

The study conducted a Kruskal-Wallis Test for the differences between the averages to examine the differences between the three groups. The following table shows these results:

From the previous table, there were no statistically significant differences at the statistical significance level ($\alpha \leq 0.05$) in the average responses of the study sample members about the effect of digital transformation on service quality level in the Saudi Ministry of Interior due to age. See table 22

❖ Academic qualification

The study conducted a Kruskal-Wallis Test for the differences between the averages to examine the differences between the three

There are sub-hypotheses from this main hypothesis as follows:

A. There is a statistically significant effect at the statistical significance level ($\alpha \leq 0.05$) for the availability of strategic vision on service quality level in various dimensions of quality (reliability, response, tangibility, guarantee) in the Saudi Ministry of Interior.

To test the previous hypotheses, a linear regression test was applied; the following table shows the results:

It is clear from the previous table that the value of the correlation coefficient between strategic vision and service quality level in various dimensions of quality reached (0.559) and the level of significance (0.000), which is less than 0.05, indicating that there is a statistically significant effect at the statistical significance level ($\alpha \leq 0.05$) for the availability of strategic vision on service quality level in various dimensions of quality (reliability, response, tangibility, guarantee) in the Saudi Ministry of Interior. See table 16

B. There is a statistically significant effect at the statistical significance level ($\alpha \leq 0.05$) for the availability of qualified human resources on service quality level in various dimensions of quality (reliability, response, tangibility, guarantee) in the Saudi Ministry of Interior.

To test the previous hypotheses, a linear regression test was applied; the following table shows the results:

It is clear from the previous table that the value of the correlation coefficient between qualified human resources and service quality level in various dimensions of quality reached (0.483) and the level of significance (0.000), which is less than 0.05, indicating that there is a statistically significant effect at the statistical significance level ($\alpha \leq 0.05$) for the availability of qualified human resources on service quality level in various dimensions of quality (reliability, response, tangibility, guarantee) in the Saudi Ministry of Interior. See table 17

C. There is a statistically significant effect at the statistical significance level ($\alpha \leq 0.05$) for the availability of infrastructure and devices on service quality level in various dimensions of quality (reliability, response, tangibility, guarantee) in the Saudi Ministry of Interior.

To test the previous hypotheses, a linear regression test was applied; the following table shows the results:

It is clear from the previous table that the value of the correlation coefficient between infrastructure and devices and service quality level in various dimensions of quality reached (0.562) and the level of significance being (0.000), which is less than 0.05, indicating that there is a statistical significant effect at the statistical significance level ($\alpha \leq 0.05$) for the availability of infrastructure and devices on service quality level in various dimensions of quality (reliability, response, tangibility, guarantee) in the Saudi Ministry of Interior. See table 18

D. There is a statistically significant effect at the statistical significance level ($\alpha \leq 0.05$) for the availability of communication networks on service quality level in various dimensions of quality (reliability, response, tangibility, guarantee) in the Saudi Ministry of Interior.

To test the previous hypotheses, a linear regression test was applied; the following table shows the results:

the ministry's reputation and meet the needs of beneficiaries." with an arithmetic average of (4.56) and a relative weight of (91.2%). Then, in the second order was paragraph (2) which states that "The digital transformation has contributed to increasing the level of beneficiaries' satisfaction with the quality of services," with an arithmetic average of (4.47) and a relative weight of (89.4%). Then, in the third order was paragraph (1) which states that "The service provided has become effective and efficient" with an arithmetic average of (4.44) and a relative weight of (88.8%).

The last order, however, was paragraph (4) which states that "There is a small number of complaints submitted by beneficiaries about the poor quality of services provided by the Ministry.", with an arithmetic average of (4.11) and a relative weight of (82.2%).

In general, it was found that the overall average of all paragraphs was (4.39) and the relative weight equals (87.8%), indicating a very high level of the tangibility of services in the Saudi Ministry of Interior from the respondents' point of view.

The previous result can be attributed to the role of digital transformation in improving the ministry's reputation and meeting the needs of beneficiaries by delivering effective and efficient services and increasing the level of beneficiaries' satisfaction with the quality of services.

❖ Assurance:

The table 15. shows the level of agreement on (Assurance), where the means of the items ranged between 4.38 (87.6%) out of 5 to 4.52 (90.4%) out of 5 corresponding to the agreement level (strongly agree) according to Five-Liker Scale.

In the first order was paragraph (4) which states that "The digital transformation made it possible for the beneficiaries to track the status of their requests without being restricted to the official working hours." with an arithmetic average of (4.52) and a relative weight (90.4%). Then, in the second order was paragraph (1) which states that "Digital transformation has enhanced trust between employees and beneficiaries) with an arithmetic average of (4.45) and a relative weight of (89.0%). Then, in the third order was paragraph (3) which states that "The digital transformation preserved the confidentiality and privacy of the data of the beneficiaries" with an arithmetic average of (4.43) and a relative weight of (88.6%).

The last order, however, was paragraph (2) which states that "The digital transformation has contributed to increasing the level of transparency in services", with an arithmetic average of (4.38) and a relative weight of (87.6%).

In general, it was found that the overall average of all paragraphs was (4.45) and the relative weight equals (89.0%), indicating a very high level of assurance of services in the Saudi Ministry of Interior from the respondents' point of view.

The previous result can be attributed to the role of digital transformation in enhancing trust between employees and beneficiaries by allowing them to track the status of their requests without being restricted to official working hours.

5.3 Study hypotheses test

1. The First Main Hypothesis: There is a statistically significant effect at the statistical significance level ($\alpha \leq 0.05$) for the availability of digital transformation elements (strategic vision, qualified human resources, infrastructure and devices, communication networks, information security) on service quality level in various dimensions of quality (reliability, response, tangibility, guarantee) in the Saudi Ministry of Interior.

has become more credible and quality" with an arithmetic average of (4.56) and a relative weight of (91.2%). Then, in the second order was paragraph (1) which states that "The digital transformation has contributed to improving the degree of commitment to service delivery times) with an arithmetic average of (4.54) and a relative weight of (90.8%). Then, in the third order was paragraph (3) which states that "There is integration and consistency between the stages of access to the service provided," with an arithmetic average of (4.46) and a relative weight of (89.2%).

The last order, however, was paragraph (4) which states that "Digital transformation helped deliver the service well the first time", with an arithmetic average of (4.45) and a relative weight of (89.0%).

In general, it was found that the overall average of all paragraphs was (4.50) and the relative weight equals (90.0%), indicating a very high level of reliability of services in the Saudi Ministry of Interior from the respondents' point of view.

The previous result can be attributed to the role of digital transformation in delivering services well, improving the degree of commitment to service delivery times, and providing services to the beneficiaries with more credibility and quality.

❖ Response:

The table 13. shows the level of agreement on (Response), where the means of the items ranged between 4.35 (87.0%) out of 5 to 4.54 (90.8%) out of 5 corresponding to the agreement level (strongly agree) according to Five-Liker Scale.

In the first order was paragraph (1) which states that "The digital transformation has contributed to improving the speed of response to provide services to beneficiaries." with an arithmetic average of (4.54) and a relative weight of (90.8%). Then, in the second order was paragraph (3) which states that "The digital transformation helped diversify the means of communication between the Ministry and the beneficiaries through (mobile, social networking sites, e-mail, chat, ... etc.)" with an arithmetic average of (4.43) and a relative weight of (88.6%). Then, in the third order was paragraph (2) which states that "The digital transformation contributed to accelerating the response to the complaints of the beneficiaries and working to solve them," with an arithmetic average of (4.36) and a relative weight of (87.2%).

The last order, however, was paragraph (4) which states that "Digital transformation has provided electronic systems to respond to beneficiaries' inquiries.", with an arithmetic average of (4.35) and a relative weight of (87.0%).

In general, it was found that the overall average of all paragraphs was (4.42) and the relative weight equals (88.4%), indicating a very high level of response to services in the Saudi Ministry of Interior from the respondents' point of view.

The previous result can be attributed to the role of digital transformation in diversifying the means of communication between the Ministry and the beneficiaries, improving the speed of response to provide services to them and accelerating the response to the complaints of the beneficiaries, and working to solve them.

❖ Tangibility

The table 14. shows the level of agreement on (Tangibility), where the means of the items ranged between 4.11 (82.2%) out of 5 to 4.56 (91.2%) out of 5 corresponding to the agreement levels (agree – strongly agree) according to Five-Liker Scale.

In the first order was paragraph (3) which states that "Digital transformation has helped improve

and paragraph (4), which states that "The Ministry has electronic databases that facilitate the process of searching and retrieving data and information", came with the same arithmetic average of (4.28) and a relative weight of (85.6%) for each.

In general, it was found that the overall average of all paragraphs was (4.32) and the relative weight equals (86.4%), which indicates that the strategic vision is strongly available as one of digital transformation in the Saudi Ministry of Interior dimensions from the respondents' point of view.

The previous result can be attributed to the ministry's keenness to achieve interdependence and integration between all departments by using internal communication networks to speed up the internal communication process and providing electronic databases that facilitate searching and retrieving data and information.

❖ Information Security:

The table 11. shows the level of agreement on (Information Security), where the means of the items ranged between 4.43 (88.6%) out of 5 to 4.60 (92.0%) out of 5 corresponding to the agreement level (strongly agree) according to Five-Liker Scale.

In the first order was paragraph (1) which states that " The Ministry places responsibility for the security and confidentiality of information among its priorities," and paragraph (3), which states that "The Ministry is keen to preserve all data and information related to employees and beneficiary citizens" came with the same arithmetic average of (4.60) and relative weight of (92.0%). Then, in the third order was paragraph (2) which states that "The Ministry has a specialized and independent department for information security" with an arithmetic average of (4.53) and a relative weight of (90.6%).

The last order, however, was paragraph (4) which states that "The Ministry is interested in hiring the best specialists in the field of information security to counter any breaches that may occur by hackers", with an arithmetic average of (4.43) and a relative weight of (88.6%).

In general, it was found that the overall average of all paragraphs was (4.54) and the relative weight equals (90.8%), which indicates that Information Security is strongly available as one of the digital transformations in the Saudi Ministry of Interior dimensions from the respondents' point of view.

The researcher attributes the previous result to the ministry's keenness to preserve all data and information related to employees and beneficiary citizens by hiring the best specialists in the field of information security to counter any breaches that may occur by hackers.

1. The level of quality of services in the Saudi Ministry of Interior

To determine the level of quality of services in the Saudi Ministry of Interior, the researcher calculated the arithmetic averages and the standard deviation to find out whether the average degree of approval of the study sample on the paragraphs of the second axis (the level of quality of services in the Saudi Ministry of Interior) and its dimensions has reached a higher degree than Neutrality.

❖ Reliability:

The table 12. shows the level of agreement on (Reliability), where the means of the items ranged between 4.45 (89.0%) out of 5 to 4.56 (91.2%) out of 5, corresponding to the agreement level (strongly agree) according to Five-Liker Scale.

In the first order was paragraph (2) which states that "The service provided to the beneficiaries

states that "Employees within the Ministry are keen to perform their work tasks with efficiency and accuracy, and are interested in participating in the digital transformation processes" came in the second order with the same arithmetic average (4.18) and relative weight (83.6%). At the same time, the last order was paragraph (3), which states that "The Ministry is interested in providing training and development courses that improve the performance of employees.", with an arithmetic average of (4.05) and a relative weight of (81.0%).

In general, it was found that the overall average of all paragraphs was (4.19) and the relative weight equals (83.8%), which indicates that qualified human resources are available as one of the digital transformations in the Saudi Ministry of Interior dimensions from the respondents' point of view.

The previous result can be attributed to the ministry's keenness to hire technicians specialized in modern digital technologies in line with digital transformation processes.

❖ Infrastructure and devices:

The table 9. shows the level of agreement on (infrastructure and devices), where the means of the items ranged between 4.07 (81.4%) out of 5 to 4.24 (84.8%) out of 5 corresponding to the agreement levels (agree – strongly agree) according to Five-Liker Scale.

In the first order was paragraph (2) which states that "The Ministry is keen to rely on the latest equipment to speed up the pace of work, "with an arithmetic average of (4.24) and a relative weight (of 84.8%). Then, in the second order was paragraph (3) which states that "The specifications of the devices available in the ministry are commensurate with the nature of the work required," with an arithmetic average of (4.22) and a relative weight of (84.4%).

While the last order was paragraph (1) which states that "The Ministry provides a separate financial budget for the purchase of modern technical equipment and devices" and paragraph (4) which states that "The Ministry is interested in conducting periodic maintenance of devices to avoid malfunctions", with the same arithmetic average of (4.07) and relative weight of (81.4%).

In general, it was found that the overall average of all paragraphs was (4.15) and the relative weight equals (83.0%), which indicates that the infrastructure and devices are available as one of the digital transformations in the Saudi Ministry of Interior dimensions from the respondents' point of view.

The previous result can be attributed to the ministry's keenness to provide modern technical equipment and devices to speed up the pace of work, so they are interested in conducting periodic maintenance of devices to avoid malfunctions if any.

❖ Communication Networks:

The table 10. shows the level of agreement on (Communication Networks), where the means of the items ranged between 4.28 (85.6%) out of 5 to 4.39 (87.8%) out of 5 corresponding to the agreement level (strongly agree) according to Five-Liker Scale.

In the first order was paragraph (1) which states that "The Ministry uses internal communication networks to speed up the internal communication process," with an arithmetic average of (4.39) and a relative weight (of 87.8%). Then, in the second order was paragraph (3) which states that "The information networks used facilitate the transfer and exchange of information between departments" with an arithmetic average of (4.34) and a relative weight of (86.8%).

While the last order was paragraph (2), which states that "The communication networks used achieve interdependence and integration between all departments within the ministry"

Using the viewpoints of "Skewed conflict," "minority dissidence theory," and "too much of a good thing," this study aims to determine whether digital transformation strategy (DTS) could enhance performance of the organization and provide detailed analysis for enterprises on the requirement of adopting digital transformation in the Chinese context. Additionally, a significant sample of Chinese firms' digital transformation was gathered using an empirical inquiry. The presented hypotheses were examined using multiple linear regression analysis in SPSS, including the inverted U-shaped mediating factor of cognitive conflict. The curvilinear moderating function of cognitive conflict between DTS and performance is examined in this study (Wang et al.,2020).

To determine the Availability of (digital transformation) in the Saudi Ministry of Interior, the study calculated the arithmetic averages and the standard deviation to find out whether the average degree of approval of the study sample in the paragraphs of the first axis (digital transformation) and its dimensions has reached a higher degree than Neutrality.

❖ The strategic vision

The table 7. shows the level of agreement on (the strategic vision), where the means of the items ranged between 4.45 (89.0%) out of 5 to 4.69 (93.8%) out of 5 corresponding to the agreement level (strongly agree), according to Five-Liker Scale.

In the first order was paragraph (1) which states that "The Ministry has been keen to modify its strategic vision to include digital transformation and the provision of electronic services" came in the first order with an arithmetic average of (4.69) and a relative weight of (93.8%). Then, in the second order was paragraph (2) which states that "The Ministry has defined a clear vision and procedures for implementing digital transformation processes" with an arithmetic average of (4.52) and a relative weight of (90.4%)". Then, in the third order was paragraph (4) which states that "Through digital transformation, the Ministry seeks to achieve a strategy and develop business models within the Ministry" with an arithmetic average of (4.51) and a relative weight (90.2%). The last order, however, was paragraph (3) which states that "The Ministry has established a department to manage and follow up on digital transformation plans.", with an arithmetic average of (4.45) and a relative weight of (89.0%).

In general, it was found that the overall average of all paragraphs was (4.54) and the relative weight equals (90.8%), which indicates that the strategic vision is strongly available as one of digital transformation in the Saudi Ministry of Interior dimensions from the respondents' point of view.

The previous result can be attributed to the ministry's keenness to implement digital transformation plans and provide appropriate electronic services to beneficiaries through clear procedures to implement digital transformation operations.

❖ Qualified human resources

The table 8. shows the level of agreement on (qualified human resources), where the means of the items ranged between 4.05 (81.0%) out of 5 to 4.33 (86.6%) out of 5 corresponding to the agreement levels (agree – strongly agree) according to Five-Liker Scale.

In the first order was paragraph (2) which states that "The Ministry is keen to hire technicians specialized in modern digital technologies," with an arithmetic average of (4.33) and a relative weight of (86.6%). Then, paragraph (1) states that "The Ministry was interested in planning human resources in line with digital transformation processes," and paragraph (4)

equals (0.962) for the entire questionnaire, which indicates an excellent reliability of the entire questionnaire.

Thereby, it can be said that the study proved that the questionnaire was valid, reliable, and ready for distribution to the population sample.

5. Results and Discussion

5.1 Descriptive Statistics

- **Gender:** Analysis of the sample profile shows that 98.2% of respondents are males, while 1.8% are females. Due to the presence of women in designated parts and some communication challenges during the questionnaire period. Additionally, due to time constraints, women were unable to participate in research investigations because of their conflicting time demands (too busy; work commitments; home commitments).
- **Age:** Analysis of the sample profile shows that 50.6% of respondents were aged between 30 to 40 years old, 28.0% of them were less than 30 years old, 15.2% of respondents aged between 41 to 50 years old, and 6.1% of them aged more than 51 years old.
- **Academic qualification:** Analysis of the sample profile shows that 72.6% of respondents have bachelor's degree, 12.2% of them have a master's degree, 6.7% of them have a High school or less, 5.5% of them have a Professional Diploma, 3.0% of them have PhD
- **Job title:** Analysis of the sample profile shows that 40.9% of respondents worked as a security officer, 23.3% of them their job title was not mentioned in the questionnaire, 18.3% of them worked as a manager, 7.9% if their works as Administrative, 5.5% of them works as Technical, 3.7% of them works as supervisor while 0.6% of them works at customer service.
- **Years of Experience:** Analysis of the sample profile shows that 39.6% of respondents have Experience of more than 11 years, 35.4% of them have Experience in the range between 3 to 5 years, 20.1% of them have Experience in the range between 6 to 10 years, while 4.9% of them have experienced less than three years.

5.2 Analyzing and discussing Questionnaire fields

A study by (Ali and Mostafa, 2021) intends to determine how the process of digital transformation, together with its many application requirements (strategy, organizational culture, transformational leadership, and human resources), contributes to improving the performance levels of service given by Cairo Governorate's Traffic and Licenses Units. These dimensions are sympathy, responsiveness, guarantee, tangibility, and reliability.

The two approaches that form the foundation of the study are the descriptive approach for the theoretical portion and the analytical approach for the practical portion. To obtain the primary data, survey forms are also used. In this case, (861) survey forms were issued; however, it was discovered that only (831) of them were valid for statistical analysis.

The study's findings indicate that improving the performance level of service offered by Traffic Units and the overall need for implementing digital transformation are strongly correlated. Additionally, a plan for digital transformation in public sector organizations is presented.

Finally, it is advised that the national project for digital transformation be implemented more quickly because it is one of the most crucial components for achieving sustainable development, creating the environment for governmental work, offering electronic services, and creating a robust digital economy.

- First dimension: discusses reliability, which contains (4) phrases.
- Second dimension: discusses Response, which contains (4) phrases.
- Third dimension: discusses Tangibility, which contains (4) phrases.
- Fourth dimension: discusses Assurance, which contains (4) phrases.

In order to answer the phrases of the survey, a 5-point Likert scale is relied upon, and due to its use in many previous studies in this field, respondents are required to give a score of their agreement with each of the phrases on the 5-point Likert scale as well as follows:
1= Strongly Disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

4.5 Statistical Treatment Methods

After collecting the data from the study sample, the study depends on the statistical package for social sciences (SPSS)) to analyze the data. The most important statistical methods and tests that will be used:

1) Frequencies and percentages of the descriptive analysis of the demographic characteristics of the study sample.
2) Arithmetic Means, Standard Deviations, and Chi-Square Test to answer the study questions.
3) Pearson Correlation Coefficient to verify the study tool's validity.
4) Cronbach's Alpha Coefficient to measure the study tool's reliability.
5) One-way Analysis of Variance (ANOVA) to test the study hypotheses.

4.6 Instrument Validity

A number of tests are performed on the questionnaire to ensure its validity and stability. For the purpose of knowing the clarity of the questionnaire questions, they were presented to the supervising professor to get acquainted with his directives, and after that, the phrases were formulated in a more appropriate, clearer, and simpler manner of appearing in their final form.

The validity of the questionnaire has been checked by two means:

A. The validity of Internal Consistency

The internal validity of the questionnaire is the first statistical test that is used to test the validity of the questionnaire. Internal validity is measured through the correlation coefficients between each item in the construct and its total.

B. Construct validity:

Structure validity is the second statistical test that is used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of Likert scale

The table 4. clarifies the correlation coefficient for fields and the total of the questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all fields are significant at ($\alpha \leq 0.05$).

4.7 Instrument Reliability

A measuring instrument's reliability can be linked to its stability, consistency, or dependability. The consistency with which an instrument measures the characteristic it is intended to measure is its dependability. The greater an instrument's reliability, the less variance it produces in repeated observations of an attribute.

The test is administered twice to the same sample of individuals, and the scores are compared using a reliability coefficient.

To verify the reliability of the questionnaire, Cronbach's Coefficient Alpha should be utilized. The normal value for the alpha value of Cronbach's coefficient is between 0.0 and +1.0, with higher values indicating greater internal consistency.

The table 5. shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. Cronbach's Alpha

influence on the quality of operations at the Qatari Ministry of Trade and Industry.

4. Methods

4.1 Study Methodology

The current study belongs to the type of descriptive research study. In preparing the current study, the study depended on the descriptive-analytical approach.

This approach is defined as a research approach referring to a set of scientific steps and procedures that aim to describe phenomena, events, and practices available for research and measurement without the intervention of the researcher in their course by collecting data about the phenomenon or event under study, and then classifying, arranging and analyzing these data using methods Scientific qualitatively and quantitatively, thereby reaching denotations and indicators on the subject of the research problem, which helps to provide proposals that help change for the better (Salatina & Al-Jilani, 2012).

4.2 Study Population and Sample

Study Population is defined as all the phenomenon items under study and research while describing the Study Sample as a subset of the original research population, which the researcher chooses based on scientific methods (Al-Omrani 2012).

In the current study, the study population consists of all employees working in the Ministry of Interior, and the study selected a random sample of (164) employees in various disciplines.

4.3 Data Collection Sources

The current study includes two types of data as follows:

First: Primary Data: The data will be collected from the study sample members through the field study using the electronic questionnaire tool.

Second: Secondary Data: The theoretical data included in the study, and to collect this data, the researcher searched libraries, scientific journals, and digital databases to collect Arab and foreign references and sources related to the subject of the study by reviewing books, periodicals, studies, theses, and university dissertations.

4.4 Data Collection Procedure

In this research, the questionnaire will be relied upon as a means of collecting data for the study, as well as relying on scientific observation. The survey is designed to know the extent of the impact of digital transformation on the quality of services in the Saudi government sector: An applied study on the Saudi Ministry of Interior.

- The first part: Concerns the personal information of the sample, such as gender, age, academic qualification, job title, years of Experience
- The second part: related to institutional excellence elements, contains (36) phrases distributed on two axes:

First Axis: discusses the reality of digital transformation in the Saudi Ministry of Interior. It contains (20) phrases distributed on five dimensions:

- First dimension: discusses the strategic vision, which contains (4) phrases.
- Second dimension: discusses qualified human resources, which contains (4) phrases.
- Third dimension: discusses infrastructure and devices, which contains (4) phrases.
- Fourth dimension: discusses Communication Networks, which contains (4) phrases.
- Fifth dimension: discusses Information Security, which contains (4) phrases.

Second Axis: the level of quality of services in the Saudi Ministry of Interior, which contains (16) phrases distributed on five dimensions:

3. Literature review

According to the findings of the study conducted by Al-Mufaiz et al. (2021), there are several issues confronting the digital transformation process in schools, some of which are of medium severity. Organizational and technological obstacles came in second with a medium degree, while human challenges ranked first with a significant level. The findings also indicated that the most crucial strategies for overcoming the difficulties of the digital transition were the development of legislation and administrative regulations.

According to the study's findings by Gersonskaya (2019), many factors are detrimental to the process of digital transition in Russia's social and economic system, including a lack of adequate use of digital technologies in the corporate sector, a decline in Internet use among the general public, and unequal access to new technologies among the populace. Only the public sector can address all of these issues.

The findings of the study by Gasova and Stofkova (2017) indicated that e-government is a component of government policy and offers residents several advantages, including time and money savings and accessibility 24 hours a day, 7 days a week. In the same vein, Sulistya et al. (2019) .'s study found that Indonesia's public services improved due to the use of the country's already-in-place e-government system.

The research conducted by Al-Kasasbeh (2014) yielded several findings, the most substantial of which revealed a statistically significant impact of perceived information security, perceived response, perceived empathy, and perceived ease of use on employees' performance in the ministry at the significance level (0.05). The research conducted by Al-Balushi et al. (2020) yielded many findings, the most significant of which revealed that the bodies being studied had made clear contributions to and efforts in digital transformation (educating, training workers, and offering the necessary human and technical requirements).

The outcomes also showed that infrastructural initiatives, including the Electronic Certification System, the Government Integration Platform Project, and the National Center for Information Safety, were the most well-known digital transformation projects in the Sultanate of Oman. The ministry's absence of interest in the work of the governance framework for the digital transformation, which contains all powers, responsibilities, and performance standards, is the biggest hurdle and challenges facing the digital transformation process, according to Al-Harithi and Asfoura (2020). The findings showed that adopting digital transformation resulted in a difference in the quality of services received by recipients.

The findings of the Abdul Khair (2021) research demonstrated that King Khalid University was able to adapt to the fast change in the economic environment that followed the pandemic thanks in part to the technological environment for information technology. In the same manner, the Mohammed and Al-Ghubairi (2020) study's findings showed that the Kingdom is very interested in the digital transformation process since it was discovered that the transformation took place inside Saudi Arabia at a pace of 5% per year from 2011 to 2017. The outcomes also demonstrated the Kingdom's desire to advance the digital transformation process and supply it with all the technical and human resources required.

The study's most significant finding by Hamdan and Hammad (2020) is that the Central Agency for Organization and Administration's working environment is mostly a smart digital environment with all the required resources—materials, people, and technical capabilities—available. According to the findings of the Al-Otaibi research (2020), the use of e-government in its many dimensions (quality, speed, cost, and efficiency) had a statistically meaningful

2.3.3. Organizational Structure of MOI

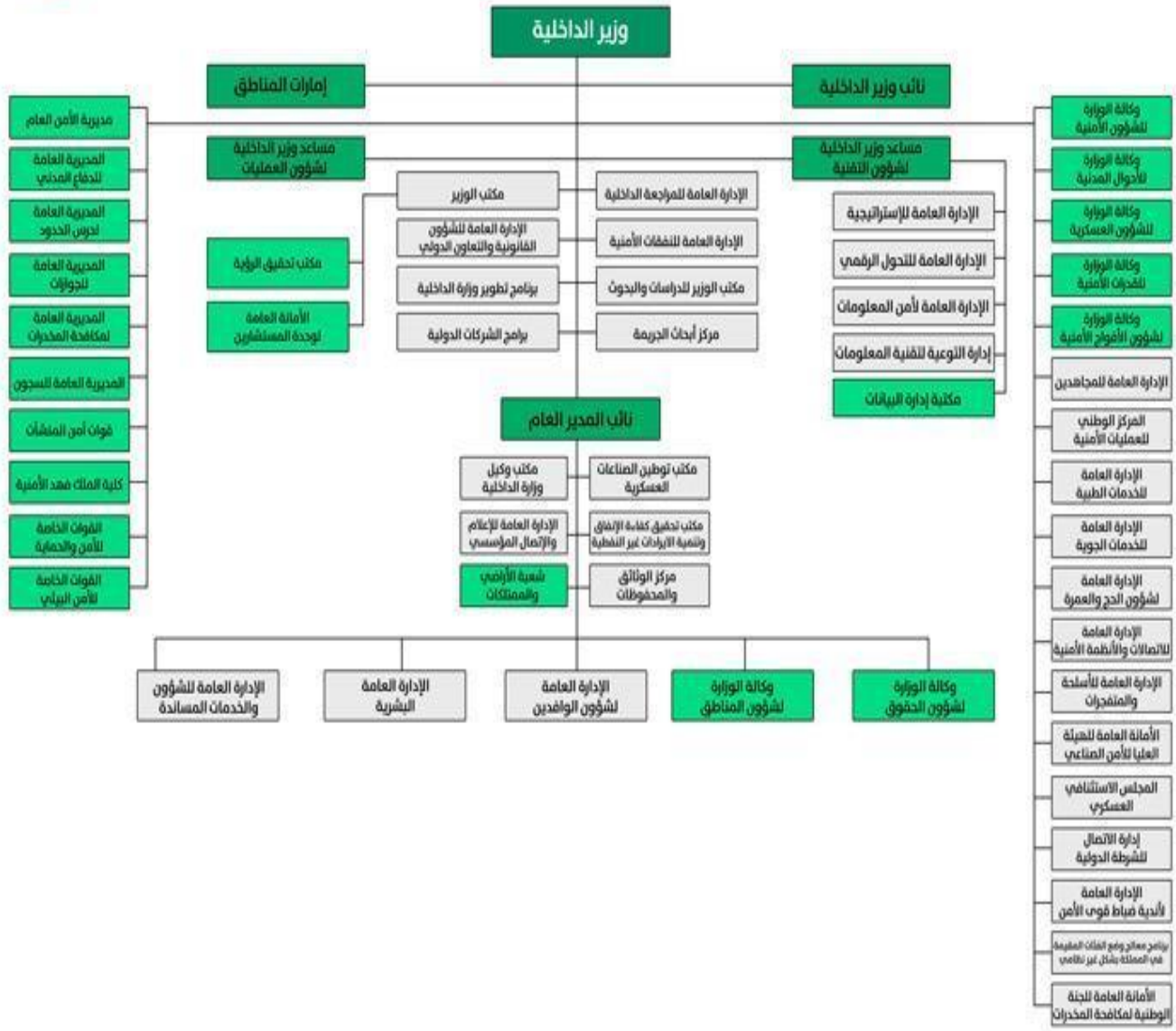

Figure No. (2): Organizational Structure

by tribal conflicts, administrative lapses, and the resulting insecurity and lack of a central government, and generally improving the quality of life in the nation. As a result, the Ministry of Interior assumed control of safeguarding Saudi society, including its inhabitants and citizens. Since the Public Prosecution was established in 1344 AH, the Ministry has been growing to manage the Hejaz region's administrative affairs. Internal affairs, including Public Security, telegraph and post, public health, municipalities, public works, trade, agriculture, industries, minerals, and other private enterprises, were all part of the Public Prosecution.

In accordance with Royal Decree No. 18/4/10, dated 9/3/1353 AH, the Saudi Ministry of Interior and the Diwan of the Presidency of the Council of Representatives were combined. Then, on August 26, 1370, A.H., Royal Decree No. 5/11/8697 restored the Interior Ministry. The Hijaz area's security sectors and local government represented in the region's emirates fell under the ministry's purview. The monitoring of the kingdom's territories was finally finished in 1380 AH after the ministry relocated from Hijaz to Riyadh in 1375 AH.

Vision:

Performance excellence in protecting lives and property regionally and globally.

Mission:

"Work professionally to achieve the safety of lives and property and protect them from dangers in times of peace and cases of disasters and wars, reduce losses, and spread a culture of preventive awareness with qualified cadres, accompanying equipment, partnership, and fruitful cooperation."

Values:

God-fearing, courage, humanity, cooperation, sincerity, and honesty.

2.3.2. Strategics Objectives of MOI

1) To maintain the safety and stability of Saudi society and to assure its advancement, efforts should be made to achieve security and stability in all areas of the Kingdom, to offer assurance and security to diverse elements of society, and to combat all types of crime and corruption.
2) Ensuring pilgrims' safety and defending them against threats so they can do their rites and worship in total freedom and security
3) Accomplishing cooperation and security coordination with other Arab neighbors and the Gulf Cooperation Council nations to safeguard both internal and external security, fight crime, drug trafficking and other illegal activities, exchange security information, organize laws and systems relating to immigration and nationality, encounter multiple threats, and aid in the advancement and advancement of Arab security services.

relates to the method of delivering the service, are additional categories for service quality.

2.2.2 Characteristics of Public Services

A group of traits and factors that define public services and set them apart from other services have been discovered by Hussein et al. (2018). The following traits are the most crucial of these:

1) The equality principle in relation to two categories: One category is utilized for public service, while the other is not utilized yet is connected to it.

2) The continuity principle states that this service must be provided consistently and without interruption, regardless of the situation.

3) The appropriateness principle refers to the necessity to modify and align the service with the goals and preferences of the recipients.

4) The impartiality principle refers to the need for justice in allocating services, giving the public interest precedence over individual interests and not considering any other factors.

2.2.3 Factors affecting the Service Quality

The research conducted by Al-Azab (2018) believed that some factors affect service quality, the most important being the following:

1) The degree of staff preparation and desire to offer the recipients the proper services.

2) The amount of the organization's capacity to deliver services accurately, expertly, and constantly to the greatest number of beneficiaries simultaneously.

3) Employees can deliver high-quality services thanks to their talents and expertise.

4) The tools, structures, and equipment employed are the tangible facilities for the service.

2.2.4 Dimensions of Service Quality

Two service quality measurements result from a study into service quality. A scale created in 1985 by Parasuraman, Berry, and Zeithaml has become the standard and most commonly used tool for evaluating service quality. The consumer's impressions of the service received, and his expectations are compared to determine the service quality on this scale. It has 97 components across ten service quality dimensions. Later, in early 1988, the authors condensed the categories to five dimensions: tangibles, dependability, responsiveness, assurance, and empathy, along with 22 items each for perceptions and expectations. Alternatively, SERVPERF (Cronin & Taylor, 1992) is a wholly performance-based method of gauging service quality.

In this part, we will discuss service quality dimensions as displayed by Murad (2016) and Dubach (2021).

First: Reliability Dimension: It demonstrates the degree to which service providers can reliably and accurately deliver high-quality services, which raises beneficiaries' levels of trust in them and ensures that the service is delivered appropriately and on the first try.

Second: Responsiveness Dimension: It demonstrates how the service provider can deliver high-quality services consistently and precisely, raising the recipients' confidence level.

Third: Tangibles Dimension: It refers to the actual buildings, machinery, and tools that may be utilized to produce goods and render services, as evidenced by the staff members' outward appearances.

Fourth: Assurance Dimension: This dimension indicates the level of expertise and Experience of the institution's staff and their capacity to win over recipients' confidence. It is one of the fundamental components of service quality.

1.3 The Saudi Ministry of Interior

2.3.1. About the Ministry

King Abdulaziz, bin Abdul Rahman Al Saud, had announced the establishment of the Kingdom; he has been committed to ensuring national security, resolving issues brought on

to improve performance rates, boost productivity, and save costs. On the other hand, the social approach is concerned with innovation, fostering a culture of collaboration, altering how schools are run, and facilitating easier access to information. However, that the significance of the digital transformation resides in its major role in attaining sustainable development as well as its significant capacity to contribute to alleviating human issues Al-Mutref (2020). The process of enhancing the user experience, boosting flexibility and creativity, and creating new income streams and ecosystems greatly benefit from digital transformation. Additionally, it saves a lot of time and effort by streamlining the procedures for receiving services, enhancing the quality of those services, and offering quick and efficient channels for contact with the recipients.

2.1.4 Digital Transformation Process Requirements

Any country or business must meet the following aspects and fundamental conditions to execute digital transformation and digitization initiatives (Al-Khathami, 2011; KUN, 2014; Tosun, 2016; Almazán et al., 2017):

1) Qualified Human Resources: Since current technologies do not operate automatically but require qualified individuals to implement them, competent staff must be accessible to deal with them.
2) Financial Resource: Completing the digitization process via purchasing the digital equipment required for the process and the ongoing maintenance of this equipment and any other equipment needed for the digitization project requires the available financial resources.
3) Infrastructure: The suitable infrastructure constitutes one of the most fundamental needs for digitalization initiatives (computers, software, the Internet, and a server to store information).
4) Management Support: Senior management support inside the organization is required to adopt the digitalization process successfully.
5) Cultural Awareness: To increase the efficacy and efficiency of digitization, cultural awareness and digitization initiatives must be distributed and promoted among personnel in organizations and the beneficiaries of these organizations.

2.2 The Service Quality

2.2.1 Service Quality Concept

Quality is characterized as a feature that helps people choose whether to repurchase a good or service (Hsiao & Shin, 2008).

The degree to which a service complies with the requirements set forth for it, thereby contributing to the satisfaction of the recipients' wants and ambitions, is referred to as the service's quality (Hussain et al., 2018).

Service quality is a phrase that describes meeting the needs and expectations of consumers in terms of convenience, efficiency, interaction, response speed, dependability, and warranty. According to Muhammad (2018), the type of service given affects the service quality. The aspects of service quality may change for the same service.

The degree to which the beneficiaries' needs and expectations are met is expressed by the service quality, which also reflects stability in delivering public services, exceptional performance, and services that meet the requirements (Al-Azab, 2018).

Since service quality is a contrast between customers' expectations of the product before receiving it and their perceptions of the service following receiving it, the research confirmed that in the above context, service quality is the uniformity of customer quality experience with the anticipated quality experience. Technical quality, which relates to the standard of the service delivery, and functional quality, which

response, tangibility, guarantee) in the Saudi Ministry of Interior.

The Second Main Hypothesis: There are statistically significant differences in a statistical significance level ($\alpha \leq 0.05$) in the average responses of the study sample members about the effect of digital transformation on service quality level in the Saudi Ministry of Interior due to the demographic characteristics of the sample members in terms of (gender, academic qualification, Experience, specialization, job title).

Study Limits

1) Subject Limit: It is demonstrated by determining how the digital revolution has affected the caliber of services provided by the Saudi government sector.
2) Spatial Limit: The Saudi Ministry of Interior.
3) Human Limit: A random sample of employees working in the Saudi Ministry of Interior.
4) Temporal Limit: During the second semester of the academic year 1443 AH/2022 AD, the present study will be carried out and put to use.

1. Theoretical framework

2.1 Digital Transformation

2.1.1 Digital Transformation Concept

Enhancing processes by digitizing them through utilizing contemporary technology and software methodologies is known as "digital transformation" (Schallmo & Williams, 2018). Another definition of digital transformation is a process that uses information, computer, communications, and communication technologies to ameliorate the entity by causing major changes in its features (Vial, 2019). Also, the organization is defined as dealing with materialistic possessions to be interested in information and knowledge by dealing with data sources that rely on the Internet, which helps to achieve goals more quickly and effectively (Al-Salami, 2020).

Digital transformation is "a process aimed at transforming the various private and public business sectors together into digital sectors depending on modern technology in providing their services, intending to replace paper-based services with technology and digital services in a manner that facilitates human service and improves performance levels," according to (Al-Janfawi,2021).

According to the study, and in the context of those mentioned above, the concept of "digital transformation" refers to switching from a conventional to an electronic business model to pursue societal goals through cooperative organizations, which includes creating a strategic plan aimed at digitizing resources, processes, and activities based on computers.

2.1.2 Factors of the Emergence of Digital Transformation Projects

The research conducted by Miloud (2020) found that the most crucial factors for the emergence of digitization projects are the following:

1) The proliferation of information, the advent of the Internet, and the vast possibilities and resources it offers.
2) The information and knowledge areas are rapidly developing
3) Users' attitudes toward the information source, their need for electronic information sources, and all services offered by contemporary digital technology have altered.
4) The favorable effects of digital transformation on service quality and ease of access.

2.1.3 The Importance of Digital Transformation

According to Kraus et al. (2021), institutions, processes, and production systems alter due to digital transformation. There are two primary viewpoints on digital transformation. The first is the economic perspective, which focuses on changing and adapting existing business models

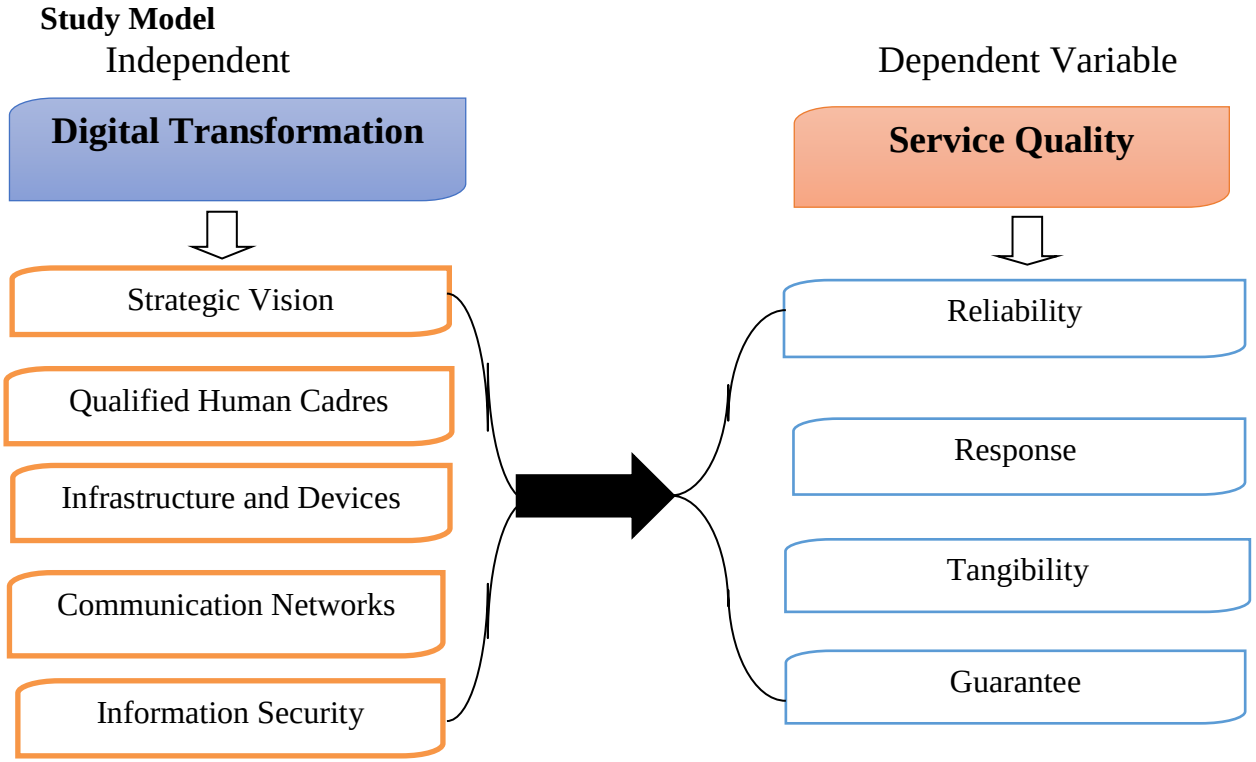

Figure No. (1): The Study Model

Study Hypotheses

The current study is based on two main hypotheses:

It measures how closely the service's real performance fits the customers' expectations or how the customers' expectations and perceptions of the service's actual performance compare (Hoffman, Bateson, 2011). And Abu-Nahel and others (2020) It is the metric by which the service receivers' satisfaction with the service they received is assessed in relation to what they anticipated before receiving the service and the feedback received.

The concept of digital goods, services, and platforms emerged in the 1990s and 2000s, followed by the emergence of smart gadgets and social media platforms in the 2000s and 2010s (Schallmo and Williams, 2018). The demands and expectations of people toward organizations and services were significantly altered as a result, significantly impacting how businesses and customers interacted with one another. Today, the use of mobile devices to customize products, communications, and interactions is a key component of digital transformation (Margiono, 2020). Therefore, we propose the following

The First Main Hypothesis: There is a statistically significant effect of a statistical significance level ($\alpha \leq 0.05$) for the availability of digital transformation elements (strategic vision, qualified human cadres, infrastructure and devices, communication networks, information security) on service quality level in various dimensions of quality (reliability,

to customize products, communications, and interactions is a key component of digital transformation (Margiono, 2020).

As a result, the study believes that this current research challenge is to evaluate the extent of the impact that digital transformation has had on the quality of services in the Saudi Ministry of Interior, helping to diagnose the current situation and then identifying any potential issues or challenges with the ministry's digital transformation process to present rational solutions to these issues.

This study is therefore important because the findings generated will be of value to Saudi Arabia's public-sector organizations regarding the service quality of public-sector organizations as part of the initiative to diversify investment and the economy.

Hence, we will formulate our research question based on the current study problem. Through the research findings, we will also try to answer the following question: What is the effect of digital transformation on government services quality level in the Saudi Ministry of Interior?

Study Significance

First: Theoretical Significance: The current study adds a new research study to the realm of science and advances research knowledge, which is its theoretical relevance. This study also aids in keeping up with contemporary trends that demand the digital transformation and digitization of several government sectors in the Kingdom. There isn't much literature on digital transformation and its impact on the quality of services in the Saudi government sector in general and the Saudi Ministry of Interior in particular, based on the researcher's knowledge limits.

Second: The Practical Significance:

1) Generating profit for the Ministry of Interior, the country's security institutions in general, and the government sector.

2) Drawing attention to the importance of digitization for enhancing the quality of services among ministry officials increases interest in supplying the components and needs of digital transformation in the Ministry of Interior.

3) The study's conclusions and recommendations may help authorities in Saudi Arabia's Ministry of Interior build strategic plans to advance the Ministry's digital transformation process and raise the caliber and effectiveness of its human cadres.

Study Objective

With applied research at the Saudi Ministry of Interior, the present study's primary goal is to determine the impact of digital transformation on service quality in the Saudi government sector. This primary goal has the following supporting goals:

1) Determining if the Saudi Ministry of Interior actually has access to the digital transformation components (strategic vision, qualified human cadres, infrastructure and gadgets, communication networks, information security).

2) Determining the degree of service quality in the Saudi Ministry of Interior across multiple quality dimensions (reliability, responsiveness, tangibility, and guarantee).

3) Identifying the digital transformation's key components that impact the Saudi Ministry of Interior's level of service quality.

4) Come to conclusions regarding the research subject, and then put forth suggestions and scientific hypotheses that help bring about the desired development and change.

IT has been crucial to Saudi Arabia's economy during the last few decades. The Saudi Ministry of Economy and Planning's 2017 Vision 2030 project lays out the long-term economic strategy for the Kingdom's transition from relying on oil. Notably, technology is acknowledged as a major force behind and facilitator of the intricate changes incorporated into the envisioned economic transformation.

The Saudi Ministry of Economy and Planning highlighted the SA government's intention to boost non-oil government revenue from SAR 163 billion (US$43.5 billion) to SAR 1 trillion (US$267 billion) by 2030. The Vision 2030 project significantly impacts the digitization initiatives of Saudi Arabia's public-sector organizations. At the very least, their digitization plans should be in line with Vision 2030 objectives, which include enhancing the quality of government services like health, school, and national safety through ICT technologies. Now more than ever, Saudi public-sector organizations must avoid the costly "technology for technology's sake" approach and reevaluate their business plans to align better with the goals of the Vision 2030 program.

Governments responsible for providing services occasionally deploy cutting-edge technologies in their systems without making the necessary adjustments inside the public-sector organizations to ensure the system they have adopted is optimized. Indeed, according to Shehry et al. (2009), one of the biggest issues with the Saudi Arabian government program is the misalignment of organizational objectives and IT projects (Alghazi et al.,2020).

The Saudi Arabian government has adopted a National e-Government Strategy to enhance technology-based operations and service delivery in public-sector organizations (Shehry et al., 2009).

However, several technological, cultural, organizational, and social problems and constraints are associated with implementing the e-government approach. Given the scant research evidence and insights on this problem, the Saudi government must carefully analyze these difficulties and issues to successfully implement e-government services in Saudi Arabia (Shehry et al. 2009).

The public sector in Saudi Arabia has been hampered by its inability to adopt ICT applications at the same rate as the private sector. But even so, due to the Kingdom's Vision 2030 and the national transformation programs that concentrated on Saudi Arabia's digital transformation process, the public sector in the country has recently started to recognize the capability of digital initiatives to activate their response to citizens' changing needs by using public resources efficiently. Citizens with a "digital mentality" have grown more alert and urgent to get services of the highest quality, following the enhanced knowledge among citizens of the importance of digitalization and its beneficial function.

Digital technology can enhance connection with consumers, both current and potential, enabling the customization of goods and tailoring services to their unique needs (Barnes et al., 2012). Digital transformation is used to reorganize industries, organizations, and societies at the system level. Digitization refers to converting current physical solutions into digital services (Rachinger et al., 2019). Digital transformations are now seen as being crucial for businesses to succeed in this cutthroat business environment (Shahi and Sinha, 2020).

The concept of digital goods, services, and platforms emerged in the 1990s and 2000s, followed by the emergence of smart gadgets and social media platforms in the 2000s and 2010s (Schallmo and Williams, 2018). The demands and expectations of people toward organizations and services were significantly altered as a result, which significantly impacted how businesses and customers interacted with one another. Today, the use of mobile devices

1 Introduction

The fundamentally improved relationship between citizens and governments, resulting from the transformation in the public sector, is supported by a focus on the needs of the people, more responsiveness, and an improvement of public confidence in the government. The government sector and its citizen services have significantly improved - thanks to the modern era of digitization and contemporary technologies. The application of information technology by organizations, the adoption of information technology initiatives, and information processing skills have improved the quality of services and allowed for better corporate decisions.

Because disruptive digital technologies are transforming society and everyday life at an ever-increasing rate, governments worldwide must embrace digital transformation in the public sector as a basic and strategic imperative. Organizations want to reinvent their processes through digital transformation and develop new ways to collaborate with stakeholders and engage with citizens who continually demand greater efficiency and transparency (Xanthopoulou & Plimakis, 2021). Government services, in particular, as well as the service sector in general, vary from other sectors like the commodities and products sector in that they are unique and complicated. The methods for offering and controlling services have become more difficult due to rapidly expanding services (Shadid, 2021).

The research conducted by Shaaban (2021) demonstrated that digital transformation is an important turning point for government sectors in many different countries as it demonstrated its value and effectiveness, particularly during the global financial crisis of the previous two years. The Covid-19 corona pandemic resulted in isolation and a general closure, making it extremely difficult for residents to access services. Another benefit of the digital transition is obtaining services and carrying out duties from home.

There has been an increasing interest in using the internet and information and communication technology (ICT) to provide information and interaction, enhance the effectiveness of service quality, and make service delivery more effective and available to citizens since the development of e-government and related terminology in the early 1990s when governments begin to enter the World Wide Web as a crucial component of e-governance (Nachit et al., 2021).

By conducting an applied study on the Saudi Ministry of Interior, the current research intends to establish the reality of the impact of digital transformation on raising service quality levels in the Saudi government sector.

Study Problem

In early 2017, Saudi Arabia, commonly known as a "Kingdom," unveiled "Vision 2030." Vision 2030 is a strategy for action aimed at transforming the nation's socio-economic, financial, and political realities (KSA Vision 2030 and Education,2021). The Committee of Economic and Development Affairs was created in the same year. This council began analyzing the main projects, procedures, and effects on the nation's economy. In the meantime, new evaluation bodies and divisions were established (Brdesee, 2021).

Technology has always had a major impact on the efficiency and quality of organizations (Dias, Carvalho & Sampaio, 2022). But never before has that influence been as profound and upsetting as it is now as we embark on the Digital Transformation process. Digital transformation transforms the entire value chain, business strategies, institutional, and managerial aspects, adding new strategic priorities, developing competencies, and improving agility (Cots, 2018).

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The Effect of Digital Transformation on Services Quality in the Saudi Government Sector: An Applied Study on the Saudi Ministry of Interior

Sayer M. Alotaibi
Business Administration Department, King Abdulaziz University
Jeddah, Saudi Arabia
ssayeralotaibi@stu.kau.edu.sa

Kamel Khoualdi
Management Information Systems Department, King Abdulaziz University
Jeddah, Saudi Arabia
kkhoualdi@kau.edu.sa

***ABSTRACT*:** Although digital technologies are vital to enable innovation in service delivery processes, it is still important to understand how they affect service quality and service provider-customer interactions. In this study, we aim to determine the effect of digital transformation on the quality of services in the Saudi government sector through an applied study of the Saudi Ministry of Interior. To attain and fulfill the objectives of this study, we employed the descriptive-analytical method. In the methodology of this research, we further used the survey questionnaire as a tool for data collection from the targeted population of the study. The sample of this study consisted of (164) employees. Results showed that there is a statistically significant effect of the availability of digital transformation elements and requirements (strategic vision, qualified human resources, infrastructure and devices, communication networks, and information security) on the level of service quality in the various dimensions of quality (reliability, response, tangibility, and guarantee). The most significance of the study's recommendations is the requirement to increase the Ministry's interest in offering training and development programs that enhance employees' performance. Increasing the Ministry's interest in routine equipment maintenance to prevent failures and gain from digital transformation by offering electronic methods to address beneficiary questions.

***Keywords*:** Digital Transformation, Government Services, Quality of Services, the Saudi Ministry of Interior.