

Technology factors affecting work efficiency of Legal Sector During
Covid 19 Pandemic as a New Norma in Malaysia

Mariamah Maniam



**Research Project Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Business Administration
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DECLARATION

I thus declare that the case study is entirely my own work, with the exception of quotations and citations that have been properly acknowledged. I further declare that it has not been submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or any other institution previously or concurrently.



Signature:

Name : Mariamah Maniam

Date : 30th June 2023

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Table of Contents

Declaration	ii
Acknowledgement	iii
List of Tables.....	iv
List of Chart	v
Abstract	vi

Indeks

CHAPTER 1 : INTRODUCTION

1.1 Research Background	1
1.2 Problem Statement	2
1.3 Research Objectives	4
1.4 Research Questions.....	4
1.5 Scope and the limitation of the Study	5
1.6 Significance of the Study	6
1.7 Operational definitions.....	7
1.8 Organization of Chapter.....	8

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction	9
2.2 Research Variables	10
2.2.1 Electronic filing system (EFS).....	11
2.2.2 Queue Management System (QMS)	12
2.2.3 Case Management System (CMS)	13
2.2.4 Court Recording and Transcribing (CRT)	14
2.2.5 Audio and Video conferencing.....	15
2.2.6 Smartboard Technology	16
2.2.7 Cloud Computing & storage	17
2.2.8 Document Management Software.....	18
2.2.9 Augmented and Virtual Reality	18
2.3 Conceptual framework	19
2.4 Research Hypotheses.....	20

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction	24
3.2 Research Design.....	24
3.3 Sampling Design.....	25
3.4 Sampling Plan	26
3.5 Sampling size	26
3.6 Data collection Method	27
3.7 Questionnaire Design	27
3.8 Pilot Study.....	28
3.9 Research Instrument.....	29
3.10 Measurement Item	30
3.11 Chapter summary	31

CHAPTER 4 : RESEARCH FINDINGS

4.1 Introduction	32
4.2 Variables.....	32
4.3 Statistical Analysis	32
4.4. Summary of findings	45
4.5 Chapter conclusion	49

CHAPTER 5 : Conclusion

5.1 Introduction	51
5.2 Implications for management	52
5.3 Suggestions for future research.....	53

List of Chart

Chart 1 : Malaysia Legal System.....	11
Chart 2 : E-filing portal interference.....	13
Chart 3 : E- filling portal process.....	15
Chart 4 : Court Recording and transcribing system.....	16
Chart5 : Measurement Items Used In The Study.....	31

REFERENCES

Abstract

Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration

Technology factors affecting work efficiency of Legal Sector During Covid 19 Pandemic as a New Norma in Malaysia

By

Mariamah Maniam

In the legal sector, there is more discussion than ever about the idea of "Legal Tech" and its effects on the legal system. The benefits and drawbacks of new technological breakthroughs are a hotly debated subject among legal practitioners and academics. Even though this idea is still relatively new, law firms' business models have changed significantly across the globe, beginning with the timesheet and billable hour systems and ending with a new organizational structure. Legal Tech is a system that offers a variety of remedies in this situation. The advantages that Legal Tech delivers are discussed in this essay, along with the difficulties that the legal system and legal practitioners are currently experiencing due to the advancement of technology.

Despite the fact that this idea is still in its infancy, law firms' business models have changed significantly across the globe, beginning with the timekeeping and billable hour systems and concluding with a new corporate structure. Legal Tech is an appealing technology in this setting and can offer a variety of options.

This research concentrates on the relevant components of Legal Tech, which will endure for some time despite the rapid advancement of technology. This thesis aims to describe the core components of legal technology and the digitalization-based transformation of law firms. It demonstrates the advancements that legal technology may make to the legal system and professions, as well as the adjustments that these organizations must do to become more effective and profitable. The technology aspect of the study focused on how online legal services were perceived to have a relative advantage, confront obstacles, and collaborate. Around 844 people completed the questionnaire. 2. There are at least 15 responders whose answers are

suspect, implying that they were written by a legal assistant or student employed by the company. Responses to the Part 1 questions revealed that the respondents were a broad group of lawyers with a range of backgrounds, experience levels (including law students), legal professions (including court personnel), and practice areas.

The research methods and design used to carry out this research study were described in detail in this chapter. Important elements of the research process were covered, which will enable future researchers repeat this study and assess the procedure's quality. Using data from earlier surveys, a questionnaire was built. 844 people who received the survey from Google replied. The data was coded and prepared for analysis. The analysis techniques were discussed.

Finally, the reader will have a clear understanding of what Legal Tech is, how it functions, and how to apply the new technology in his day-to-day operations. will have a clear understanding of what Legal Tech is, how it functions, and how to apply the new technology in his day-to-day operations.

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CHAPTER 1

1.1 Research Background

In many countries, the appropriate calling gives off an impression of being compromised by the presence of legitimate technology organizations in the legal industry. Generally, the selectiveness of the legitimate calling is safeguarded by a select area of legal counselors. Trust, privacy, obligations, and responsibilities that legal advisors owe to their clients, the courts, the public, and the calling are the unspoken rules behind this practise. It is challenging for legal counsellors to introduce the profession to others..²

Nonetheless, advanced innovations are testing this custom by permitting any non-attorneys to offer legitimate types of assistance online. This is supported by the growth of reputable tech organisations across the globe, including Malaysia. The assistance provided links clients with software tools or online legal experts who can participate in some legally binding transactions without the need for traditional legal consultants..²

Over the past few years, law firms and the legal system have adopted new norms, some of which are becoming deeply ingrained. For instance, remote working is anticipated to become more prevalent in the future as managers observe comparable production levels or, in some cases, increased productivity. In a same vein, it appears antiquated to go back to physically transmitting documents between parties now that this more modern approach has been adopted in a world with e-signatures, online cooperation, and remote closings..¹

All things considered, the ongoing Coronavirus pandemic causes some challenges at the moment, but advocates for a different approach to working and embracing innovation that is here to stay. The long-term victors of a "post-COVID" tomorrow will be those with a strong business model and a pro-customer support mentality. This possibility benefits both software providers and legal firms..¹ The results of this study not only add to the body of knowledge on technology adoption theory, but also provide information on how online legal services are being used in different states and helpful suggestions for law firms thinking about offering online legal services.

1. *Legal & Regulatory Compliance;*
2. *Embracing Legal Technology Is Critical in the COVID-19 Era ; It is arguably a Transformative time for the profession. And legal technology can and should play a critical role in this transformation. May 13, 2020 at 12:38pm by Jennifer G. Betts shareholder with Ogletree, Deakins, Nash, Smoak & Stewart*

1.2 PROBLEM STATEMENT

The legal services sector, like all other areas of the economy, is experiencing a period of intense trading as a result of the Covid 19 pandemic. At the same time that there are increasing pressures to control costs, improve efficiencies, and maintain the quality of legal services, lawyers and other service providers must also deal with the challenging realities of working from home, juggling family responsibilities, and maintaining physical and mental health. Arguably, this is a pivotal period for the industry. And legal era must play an important function in this change. Not most effective do attorneys locate themselves trapped in a midst of chaos looking to manage their customers' expectations, legal professionals are also no longer capable of flow forward with their customers' commands following the Movement Control Order ("MCO") introduced by way of the Prime Minister on sixteen March 2020. Conveyancing attorneys, then again, are also affected as they are unable to conduct registration of land titles – as land places of work are closed. With works coming to a halt, law corporations are at once impacted in phrases of revenue. The Malaysian Bar has ruled that law firms should not be considered an essential service, so it is still recommended for lawyers to work from home. As the Law Society is not a standard assessment of all law firms, it will certainly be difficult for all law firms to obtain full MITI approval to continue under the MCO.³

Basically, MITI has placed a serious obligation on employers to ensure the safety and health of employees through hygienic procedures. Technology is supposed to allow attorneys to work remotely from the comfort of their own homes, and this "remote advocacy measure" will continue for at least another six (6) months or even another year. The practice of law will be different than ever before. Will the concept of social distancing be included in law firm management? What about small businesses with limited space? Will there be a staff rotation program? Given that the new standard no longer applies to five (5) days per week, how do employers pay their employees? Some smaller law firms are expected to be involved. Commercial lawyers should not be surprised, as their clients will put more emphasis on force majeure in contracts.³

Covid-19 to make lawyers technology-savvy people. Clients who previously insisted on meeting with lawyers now have to turn to Zoom, Google Hangouts Meet and many other online platforms as their primary communication channels. It is very important for attorneys to maintain the attorney-client relationship and the trust that comes from it, even when they cannot meet in person. Customers who don't want to pay legal fees using online payments should 'get in person' rather than encourage digital transformation. As clients embrace the changes brought about by technology, lawyers must up their game when using technology to deliver legal services. There is no doubt that lawyers are so thoroughly trained and educated - follow what they have done over the years without breaking precedents. Covid19 is certainly a great opportunity for lawyers

to prepare themselves in the field of IT in various directions. The concept of reverse mentoring will come into play in the field of information technology, as older generations of lawyers need the help and support of younger lawyers to use current technology. The only concern that has arisen is that the legal profession may have to revise the rules on lawyers in light of technological developments.³

Due to the existence of this genuine technology and new businesses, legal advisors may lose their jobs or may need to compete with non-lawyers and fake lawyers. This might also call into question the Bar's role as the industry's watchdog. This essay examines the effects of innovation on legitimate help and legitimate calling in Malaysia and the United Kingdom..⁴

Legal firms have challenges as they work to implement their plan of action and try to catch up with rapidly evolving innovation and client expectations. Additionally, the demise of true guidance and the opening up of the legal sector in countries like the UK and Australia have been the factors that have driven many large law companies to the brink of insolvency or to a reduction in productivity..⁴

In any case, the legal sector contributes significantly to the global economy, with the USA and UK driving the market with their entire yearly profits... The legal sector in this manner regardless of its concerns stays cutthroat and has the limit, whenever drove and oversaw all the more proficiently, to succeed further. A way for accomplishing this is by making moves for renewing the area that can improve lawful business systems, which these days might be genuinely broken, redundant, or irregular. Information move from other expert disciplines and specifically advancement execution can help in improving the area..⁴

In light of innovation adoption, the management of human and social capital, and information flow, this study considers development as a different legal sector improvement system that creates positive business transformation..⁴

³ *RWC Impact of Covid 19 on Law Firms & Legal Services April 13,2020 by Richard Wee Chambers;*
⁴ *Legal tech in legal service: challenging the traditional Legal Landscape in Malaysia;*

1.3 RESEARCH OBJECTIVE

- RO1: To explain that legal sector need to be replaced by digital solutions;
- RO2: To shows that advances in technology allow modern software to scan legal documents, streamline communications and find relevant casework for lawyers as McKinsey estimates that 23% of work done by lawyers can be automated by existing technology;
- RO3: To prove that better technology improves efficiency;
- RO4: To explain how technology helps smooth out the dreary undertaking of time keeping in planning of legal documents when working remotely ;
- RO5: To shows how technology complex promoting and business improvement devices that stores client and contact data to drive new business through showcasing while working online;
- RO6: To explain how technology serves to keeps all reports coordinated and effectively open and loading up with layout age, contract the board and agreement computerization to move legal business to next level ⁶

1.4 RESEARCH QUESTIONS

- RQ1: To what extend does the digital solution help in legal sector?
- RQ2: To what extend does the modern technology software helps in legal sector?
- RQ3: How does better technology improves efficiency?
- RQ4: How does technology help in legal sector?
- RQ5: To what extend does the complex data storage helps while working online in legal sector?
- RQ6: To what extend does the technology help to move the legal business to next level

5. Section 42 of the LPA 1976

6. *Technology in law firms: how COVID-19 is speeding things up*

1.5 SCOPE AND THE LIMITATION OF THE STUDY

Law is one of the fields that absorbs new technology the slowest. Legal advisors are social outcasts; it's part of their job description. Litigators are used to the slower speed of courts, where matters may be resolved over a very lengthy period of time and not as swiftly as 5G. Even for business lawyers, deals can lead to delays. These issues are made worse by the legal right to privacy, the requirement for trust, and the necessity to preserve the private and security of data and communications. Many reputable firms have held off on using new innovations like cloud-based programming due to security concerns.⁷

Due to the Covid 19 outbreak, internal legal organizations and law companies entered the game. The usage of videoconferencing, computerized reporting, online endorsements, and electronic recording is quickly becoming commonplace. Beginning in October, the cloud-based business Clio published the 2020 Legitimate Patterns Report, which found that 83% of answering services set up virtual meetings with clients, 79% saved data on the cloud, and 85% of answering services used software to manage their training. The study found that 69% of consumers enjoy sharing documents online and that 56% would rather use video conferencing than a phone conversation.⁷

Due to the pandemic's effects on the sector, law firms and legal teams have been forced to cut costs. A almost two-decade low of around 64,000 jobs, or 5.5% of the total, were terminated in April. Thomson According to Reuters, over half of the top 100 companies in the nation have chosen to impose furloughs or salary reductions among other cost-cutting strategies. This assertion has been supported by Bloomberg Law. In-house legal teams are particularly affected by the need to do more work with fewer resources at their disposal.⁷

The implementation of appropriate change management methods is essential for the success of digital transformation. This entails fostering a tech-friendly workplace culture among the workforce. In order to do this, it is vital to articulate the precise benefits that technology will provide and win over top executives in IT. In addition to productivity, efficiency, and cost savings, legal teams can increase client comfort and transparency while also improving staff wellness.⁷

Emphasize on implementing technologies that can effectively eradicate the most critical challenges faced by your organization. It is crucial to prepare a business case which can convincingly demonstrate the necessity for the change. A well-crafted plan, outlining key performance measurements, should be shared with all key stakeholders so that they can appreciate the potential impact.⁷

The COVID-19 outbreak is expected to hasten the legal profession's evolution, pushing it into the digital era and changing its environment. . This shift will have an impact on all aspects of the legal ecosystem, including the consumers, providers, academic sector, and the judicial system.⁷

The transition into the digital age will have a significant impact on the legal field, affecting various aspects of the ecosystem including consumers, providers, academia, and the judicial system, reshaping its current landscape.⁸

We now investigate what this entails for the private practice lawyers in terms of technology and law while lawyers already use specialized software for research, this research will focus on specialized software available to assist lawyers in managing various elements of their practice remotely.⁹

1.6 SIGNIFICANCE OF THE STUDY

Malaysia has witnessed a general increase in the deployment of legal technologies, the current scenario with the COVID-19 epidemic has undoubtedly aided in accelerating that trend in specific regions. As many lawyers have been compelled to work from home in recent months, the demand for current online collaboration and communication technologies has skyrocketed during this pandemic.⁹

E-signing software is one example of this, while using video conferencing programmes like Cisco WebEx or Zoom and online webinars is another. One example of how the environment we live in has influenced technology adoption is the rise in the use of electronic signatures by our clients. As the globe adjusts to the current circumstances, we will observe an increasing trend in the adoption of additional collaborative and online technologies.⁹

Although there has always been concern about how technology would change the character or practise of law, recent years have witnessed a rapid increase in the development and marketing of legal technologies as well as discussions about its implications.

The expanding availability and acceptance of these technologies, along with their rising level of sophistication, have led to the development of two opposing narratives regarding their possible effects. It either convey optimism about how legal technology has the ability to streamline the legal system and increase access to justice, or worry about how it can actually worsen preexisting biases or otherwise systemically undermine justice.¹⁰

Writing, papermaking, and citator organization were all examples of legal technological innovations that were 'legal' in their own special ways and had a big impact on the development of law and legal systems.. The phrase "legal tech" refers to a broad group of technologies, and each of these technologies has a unique design, target market, repercussions, and level of direct interaction with the law..¹⁰

Three fresh viewpoints are added to how we see, examine, and discuss legal technology in this study. Legal technology is defined as "all devices, capable of being used as a means for interacting with the substance of law or assisting its user to interact with the law, and the skills and techniques by which we use them" as a starting point. It then arranges such technologies in a two-dimensional map based on how closely they relate to the law and how many specifically lawful uses they offer. The repercussions that legal technologies may have will also be covered, along with how they may and should affect their development, regulation, and application. This is accomplished by first detailing the various legal technologies.

Lawyers, judges, law librarians, and other professionals involved in the practice of law frequently use these technologies to interact with various aspects of it, such as supporting practitioners in studying the law or following legal developments. They have a high degree of "specificity" since they were developed with legal purposes in mind..

Legal Technologies used by businesses, courts' dockets, and search engines for prior art patents are examples of specialized legal practice technologies. It falls under a broad area that encompasses a variety of information technologies and whose significance to the legal industry is only increasing.

The area of the legal market that incorporates cutting-edge technologies into its operations and has completely changed how lawyers and other legal professionals conduct business is known as "legal tech." It has increased the potential for the legal industry's digital transformation and satiated the needs of customers with advanced technical capabilities. Strangely, this hasn't only applied to the most esteemed law firms; smaller legal teams and startups have also recognised the opportunity and invested in the same thing..¹¹

7. *Forbes Innovation: The Pandemic Might Be The Tech Disruptor The Legal Industry Needs*: AJ Shanker, Feb 8,2021

8. *Entrepreneur Middle East; The Disruption of The Legal Industry in the Aftermath of The Covid-19 Crisis* by Davide Paoli, May 31, 2020;

9. *Technology in law firms : how Covid-19 is speeding thing up*; Rassminna Roslin , September 28 , 2020 , Talent Acquisition Specialist at Sleek.

10. *Defining legal technology and its Implication* ; *International Journal of Law and Information Technology*, Volume 30, Issue 1, Spring 2022, Pages 47–67;

11. *A Brief Overview of the Evolution of the Legal Technology Sector* by Peyush Singh May 26 , 2022;

1.7 OPERATIONAL DEFINITIONS

Legal Technology is a category of technology that supports and provides legal services to the sector. Traditional hardware, such as computers, printers, and scanners, is rarely mentioned because they are not unique to the legal sector. Instead, software is usually mentioned. The majority of this technology is typically made to improve how effectively lawyers and legal firms practice. Applying legal software systems is how this is accomplished.

2.6% of the whole legal service market is made up of the market for digital legal services. More than 700 law firm technology companies have entered the market, and each of them falls into a different category, such as eDiscovery, online legal services, lawyer search, legal research, AI legal tech software, and practice management software..¹¹

Thanks to the technologies used to monitor internal organizational capacities, legal technology may now compare the performance of various departments and cost centers inside an organization. Future organizational strategies are planned using this data. The advancement and use of information technology in this context has a significant impact on the organizational structures that serve as a conduit for the provision of legal services and the rendering of legal judgements. Its significance can be evaluated using five different variables..¹³

According to the LexisNexis Insights report from 2018, many law firms are already automating processes instead of using manual labor. 57% of general counsels thought technology investments had already increased their productivity, and 60% thought that within the next few years, technology would help increase the accuracy of legal work..¹³

In order to better position itself to take advantage of opportunities in the new normal, the legal industry should step up its efforts to innovate and adopt new technologies. Law firms must change if they want to continue offering legal services to clients. Lawyers needed to learn how to interact with clients and legal teams on various platforms, hold productive virtual meetings, and quickly pick up virtual advocacy abilities..¹⁶

The provision of legal services to clients as well as all internal procedures in the legal business must be digitalized. This study shows us that, if the customer so wishes, a client matter can be pitched, engaged, handled, invoiced, and funds collected remotely.

At a celebration for the Legal Year 2019, the former chief justice of Malaysia, YAA Richard Malanjum, addressed and touched on how technology helps with court administration. Malaysia's move from a traditional judicial system to a digital one was demonstrated, among other things, by the use of a virtual courtroom, a paperless system, a queue management system (QMS), a complaint mechanism, and video

conferencing. The court is assisting the general public in enhancing access to justice and just judgements from the court by introducing a computerized system, while simultaneously facilitating the reduction of workload for solicitors. The Chief Justice urged the legal community to utilize technology in light of the courts' switch to electronic records. "Legal tech" refers to upgraded and more contemporary hardware and software...¹⁷

Digital transformation

Every industry is undergoing a digital transition, and with more and more clients conducting business online, law firms and legal departments have no choice but to develop and enhance their online presence. Additionally, digital interfaces are refining and simplifying a number of legal procedures, enabling stakeholders to easily access a complicated system.¹⁵

Automation

Legal research, contract management, eDiscovery, document review, data collecting, reporting, and communication tasks have been made simpler and more efficient by automation technologies. As a result, lawyers are now able to work more productively and allocate funds to provide superior legal services.¹⁵

Artificial Intelligence (AI)

AI and machine learning (ML) are profitable technologies that go beyond automation. Due to the growing volume of data in the legal sector, AI systems evaluate enormous volumes of data, search for patterns, and perform predictive modelling. Using strong data-driven insights, attorneys can find important evidence and create successful litigation strategy.¹⁵

Cloud-based solutions

Instead of relying entirely on emails, cloud-based solutions make it simple for attorneys and clients to exchange files and data. Additionally, the adaptability provided by cloud-based systems makes it easier to integrate various technologies. As a result, communication between law firms and with clients is transparent and their practise is managed successfully.¹⁵

Virtual legal assistants

Chatbots powered by AI and neural network models take advantage of deep learning to serve as clients' virtual legal assistants (VLAs). This increases response time while also freeing up resources for tasks with a high economic return. Additionally, to increase the team's operating capacity, the VLAs forward inquiries that they are unable to answer to the relevant department.

Data privacy and cybersecurity

With the correct technologies, law firms can encrypt and securely communicate data both internally and internationally. Data has become an essential component of the legal profession. Law firms must take steps and deploy the appropriate tools in a work environment where the risk of harmful assaults is rising, especially with the shift to remote work, to fend off bad actors, maintain data privacy, and cybersecurity.¹⁵

Client focus

Legal systems that allow for messaging with the legal team, automatic email updates, and anywhere access to client information are just a few of the solutions that are steadily becoming standard practise in the legal sector.¹⁵

1.8 ORGANIZATION OF CHAPTER

Three chapters, one for each of the key study issues and their sub-questions, will make up this thesis. The second chapter of this essay will focus on technology in the legal industry.

The research and discussion in the second chapter will center on legal technology as a good, a service, and a talent. This will include explanations of how technology functions in the legal field and what types of technology legal firms can incorporate into their design.

The final section of the article will cover the advantages of implementing legal technology as well as the ethical issues that arise from this new development for the legal industry.

Finally, the author will give a variety of suggestions for future legal business models that traditional law firms might use to meet current issues.

12. *Legal Technology Buyer's Guide Hub: What is Legal Technology?What is Legal Technology* by Lisa Dimyadi , October 31, 2022;

13. *How Technology Benefits The Legal Sector*, Febuary 28,2022

14. *Contract Book; Legal Technology*, May 30 ,2022;

15. *Fortune India Exchange ;Emerging Technologies re-shaping the Lehal world* , Febuary 27,2023;

16. *Professional Services Staff-Singapore Exploring remote work, digitalisation in legal sector amidst COVID-19*

17. *Legal tech in legal service: challenging the traditional legal landscape in Malaysia,IIUUM 2020*

2. CHAPTER 2 ; LITERATURE REVIEW

2.1 Introduction

According to the practice-based view (PBV), practise is an activity or set of acts that various enterprises may engage in. This approach emphasises imitable deeds or practises that can be transferred from one organisation to another. Rather than purchasing specialised knowledge bases, abilities, and usually the experiences of legal experts, the professional service law company places a considerable focus on the knowledge, networks, talents, and performance that are embodied and engrained in its partners and lawyers. Concerns around system, technology, human resource management, and knowledge transformation must be addressed in legal services.. Our theory is that the mechanism for effecting this change is made up of several components. The development and implementation of knowledge management technologies for task-supported activities could be extremely beneficial to law firms. Knowledge management solutions in the legal business are now fragmented and, at best, out of date. The study highlights the scarcity of empirical studies on the adoption of innovation in the legal sector, as well as the lack of a conceptual framework that may guide legal service providers' management towards innovation and efficiency improvement.

2.2 RESEARH VARIABLES

MALAYSIA LEGAL SYSTEM

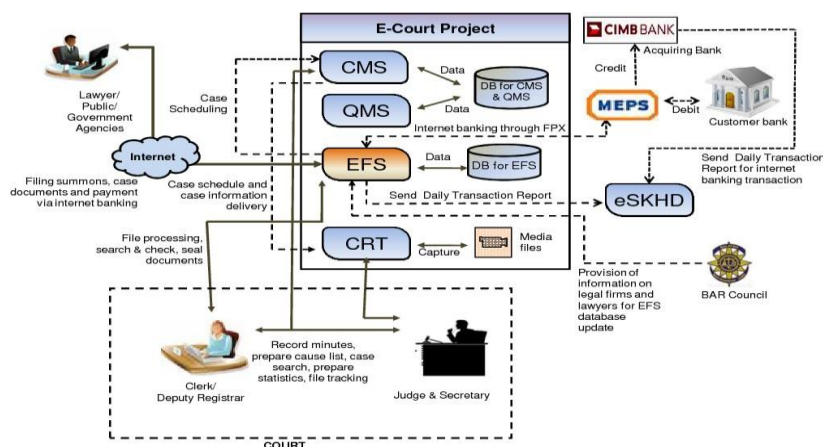


Figure 1 : Malaysia Legal System

It is critical to have clear norms and standards that regulate the use of technologies in court administration in order to preserve uniformity of systems used in all courts within the same jurisdiction. This standardisation will ensure that the activities of the courts run smoothly. The Michigan Supreme Court developed the Michigan Trial Court Case in 2011 and it is constantly updated. According to the case file for the Michigan Trial Court, management rules apply to all types of records, including those on electronic media. This standard addresses the creation, organisation, and formatting of Michigan court case files. Overhead projectors, televisions, and VCRs have been utilised by lawyers to present their claims in court for over 30 years. Some of the more modern systems used to present evidence in courtrooms today include evidence cameras, laptop computers with presentation software such as Trial Pro and Microsoft PowerPoint, electronic whiteboards, digital monitors, digital projectors and projection screens, annotation equipment, integrated lecterns, kill switches, and control systems. More information on certain forms of technology used in the legal sector can be found in the sections below:

2.2.1 Electronic filing system (EFS)

Paper-based filing exposes users to a number of risks (human error, file corruption, and file loss), whereas electronic filing has a number of benefits, such as significantly faster application processing time; the flexibility to file whenever, wherever, and whenever one wants, seven days a week, allowing one to obtain a filing date even on days when the office is closed; and the provision of the filing receipt and serial number almost immediately. Payment options are flexible and include e-checks, electronic money transfers from bank accounts, and credit cards. Because electronic applications are developed, analysed, and submitted online using computers rather than paper, significant savings are made on courier delivery costs, postage, and fax fees.. A faster review of applications by an examining attorney or paralegal; automatic confirmation of receipt of all submissions; more accurate filing receipt information because it is transferred directly from the database containing the applicant's information; and a faster review of applications because they are in the court's recommended format. These factors also help to prevent any mishaps .In the first installed module, the initial civil file is registered, important information is stored into an electronic database, a case number is assigned, and scanned copies of supporting

documents are added. It also computes fees and, upon receipt of payment (within the same framework), issues a writ of summons for delivery by the attorney (or, for an additional cost, by the court). Internet filing, which provides the filer with forms from which data may be automatically downloaded, has already overtaken the previous version, which required the transfer of relevant data to the court database by hand.



Figure 2 : E-filing portal interference

2.2.2 Queue Management System (QMS)

The Queue Management System (QMS) automates the queue process for daily court transactions by allowing attorneys and solicitors to enter their case number into a kiosk system for daily case management. By noting the solicitors' attendance on the scheduled hearing day and notifying them of their standing in queue, it aims to make the process of scheduling hearings simpler. People can even register, leave the court, and come back later to confirm the time they need to be back for the hearing by sending an SMS or text using their mobile devices.

After both parties have checked in at the courtroom for a case management or chambers matter, the hearing is scheduled for the time slot that comes after. If only one lawyer shows up and the other does not, the first lawyer may inquire of the registrar how to proceed. Hearings are set for the morning, but because one or both

solicitors were previously absent, it was impossible to predict when or even whether a hearing would occur. The issue has been fixed at this point. However, they were unaware precisely how much time this saved them during interviews in Kuala Lumpur. Lawyers were grateful for the change from the previous pandemonium and the ability to work on other jobs while waiting.

Smaller courts will gradually embrace the technique even though it is not as necessary because of the benefits for staff and attorneys. In the future, it might also be used in court cases (where other parties outside the attorneys are required to participate). Comparable techniques are commonly a part of reform projects in other legal systems. However, the Malaysian version is particularly cutting-edge because it makes use of electronic scheduling and the attorney's attendance recording. By doing this, the issue of "definitive" scheduling a hearing that will be delayed because one of the attorneys fails to show up is avoided.

2.2.3 Case Management System (CMS)

Cases can be managed digitally using a case management system (CMS) without the use of paper documents. This application must be used to set up the trial date, including the filing of essential papers, in cases that call for a full trial. Using this method, the Deputy Director supervises a few more cases that don't need court hearings, and decisions are made in front of the plaintiff's and defendant's attorneys in real time. The court-issued tightening of timeframes for lawyers to deliver papers relevant to decisions on both affidavit and full trial matters has been one of CMS's most notable achievements. The case management process and judges' case hearing preparation have primarily been focused on this. In addition, courts now use a more :-

- i) Judges are assigned cases;
- ii) hearings and other events are scheduled (which attorneys may neglect at the risk of having their cases dismissed or subject to default judgements);
- iii) performance goals are created and monitored.

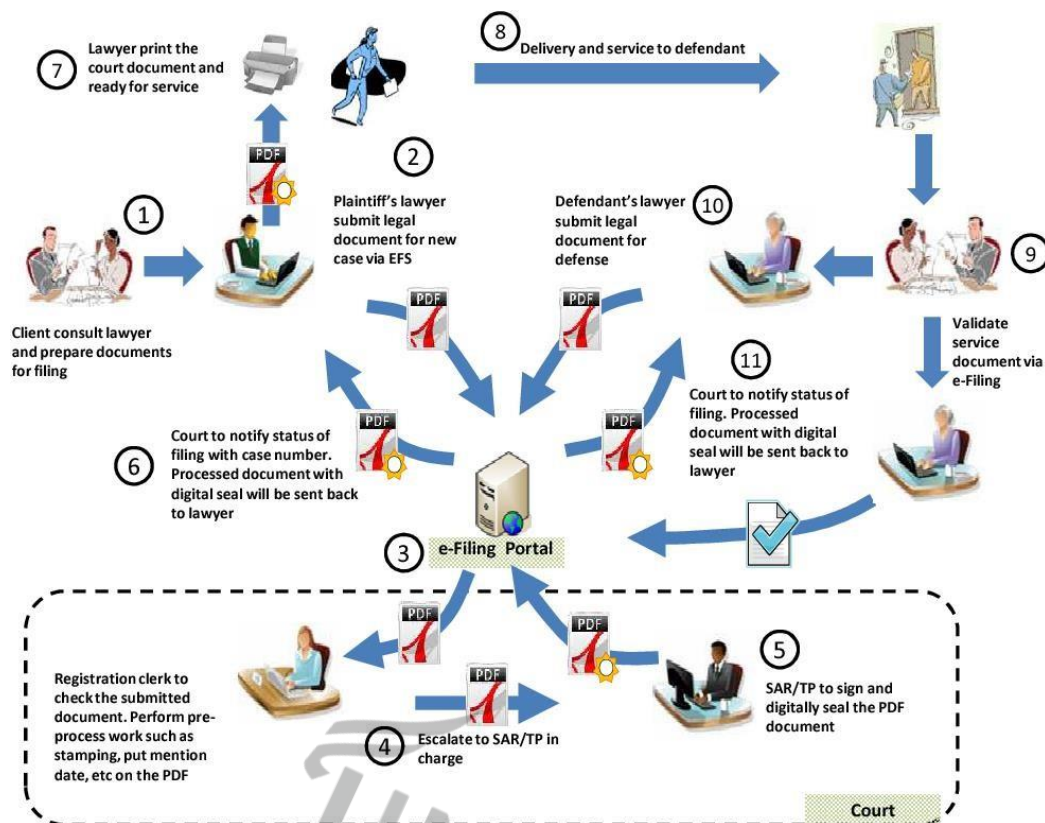


Figure 3 : E- filing portal process

2.2.4 Court Recording and Transcribing (CRT)

Court Recording and Transcribing (CRT), a clever procedure that records each phase of an open court proceeding before a judge, enables the entire case to be saved in audio and video format for later use and long-term archiving. Additionally, this tool makes it simple to use automated transcription. The use of audio and video recording of the entire trial process is one of the characteristic features of CRT in Malaysian courts; this procedure is unusual in Singapore and the majority of other nations. The capability for specialists to assess the witnesses' or defendants' facial expressions while they give their testimony is one of the recording's additional benefits. Due to the fact that it is regarded as a public document, solicitors might obtain of the tape to maintain in their offices. The solicitors are no longer allowed to criticise or express their discontent while asserting that there was a communication breakdown over the course of the trial. The courtroom's recording and transcription technology is in use during the trial. The proceedings can be completely recorded in audio video format using this technology, preserved, and then retrieved as needed, such as to create a report or Case summaries. In a courtroom, each voice auto detect camera unit can record CRT footage while facing the judge, the witness, the plaintiff's attorney, and the defendant's lawyer.

Figure 3 illustrates how CRT works, showing how audio-video recording is used during the court hearing while also making it easier to make a transcript of the proceedings.



Figure 3 Court Recording and Transcribing System

Figure 4 : Court Recording and transcribing system

The entire process can be recorded in audio and video format, saved, and then accessed whenever necessary—for example, to put together a report or case summary. Each courtroom has four voice auto detect camera units that face the judge, the witness, the plaintiff's attorney, and the defendant's attorney for the purpose of CRT recording..

2.2.5 Audio and Video conferencing

When Case A has an ECMS in place, all of the case files and their details are immediately gathered. For cases in Malaysia, this data creates an electronic legal database. When judges and lawyers need to refer to prior cases, IT offers a simple and rapid reference point. However, as the databases for civil courts are kept in accordance with the locations of the courts, a judge can only access cases processed in his area. The Federal Court's office has a backup copy of all the material, despite it being stored in the location's systems. This implies that the Federal Court in Putrajaya has access to every case from every location in Malaysia. They are not, however, shared with courts in other places. If you do this, it'll be a great step.

2.2.6 Smartboard Technology

Smartboard Technology is a revolutionary technology that is changing the way lawyers interact. These programmes facilitate better teamwork and facilitate employees' ability to work remotely from any location in the world. For participants, whether they are joining the conference from their office or their residences, a smart meeting room is a cutting-edge platform that delivers an exceptionally productive meeting experience . IT teams can assess how the technology is utilised and how many meetings are held in a smart meeting room to determine its efficacy.

In order for team members to observe what is happening, a smart meeting room integrates video conferencing software with smart cameras that offer a 360-degree picture of the space. This eliminates the problem of online meetings where some attendees are at work and others are at home. With the 'whiteboard' characteristics, this fosters collaboration and enables workers to be more innovative. This function is a productivity tool that enables solicitors to communicate ideas and show their mental models to the meeting participants.

2.2.7 Cloud Computing & storage

Legal cloud solutions are increasingly a standard component as more law firms and legal departments ditch on-premise file servers. As a result of the advancement in hybrid working models, which includes migrating to the cloud, law firms must adapt to new working practises. With features like multi-factor authentication and thorough data encryption, this reduces the need to look for papers in the office and enhances data security and safe document management.. Another important benefit is that lawyers can access the information they need from any device, not just computers. This is a terrific option for lawyers who might require last-minute access to a document via their phone while travelling.

2.2.8 Document Management Software

Data pertaining to clients is no longer kept in storage rooms by legal firms. Many more established, older law firms were compelled by the epidemic to adopt document

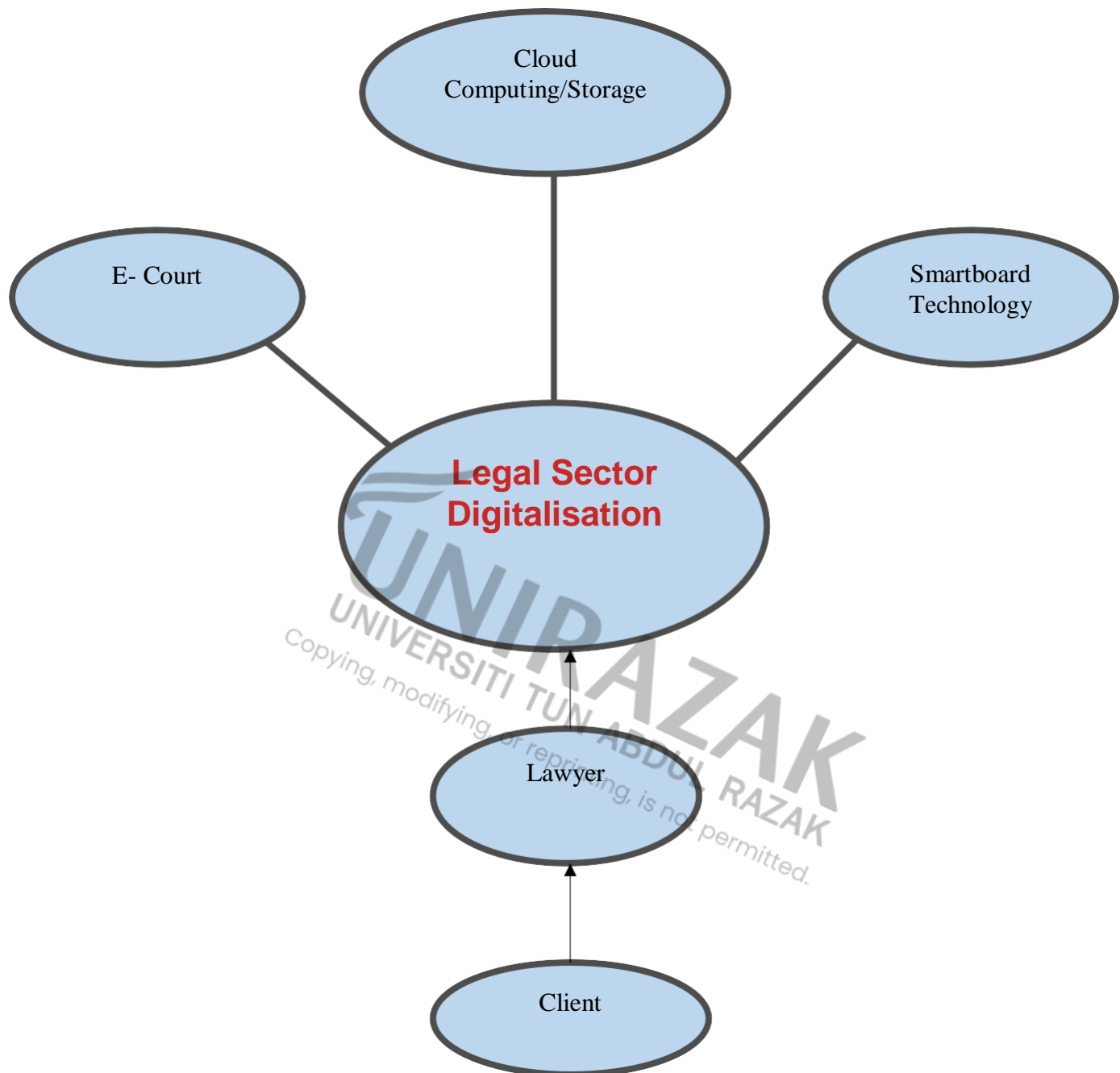
management systems or switch to cloud storage in order to facilitate information sharing and communication. A law firm's performance depends on how well it manages papers, especially while working remotely. The chances of any delays are eliminated, and essential information is kept secure thanks to easy access and superior management. Lawyers can edit papers together in real-time using collaborative functionality in most document management software without having to leave their homes.

2.2.9 Augmented and Virtual Reality

Emerging technologies like augmented reality and virtual reality can be applied in the legal sector to improve collaboration, deliver immersive training experiences, and visualise difficult legal topics. The potential of this technology for areas including litigation, mediation, and training is currently being investigated by law firms.

17. Foong Cheng Leong, "Introduction of Legal Technology Provision in the New Malaysian Legal Profession Act," accessed on 30 October 2019
18. *The Digital Transformation of Legal Industry: Management Challenges and Technological Opportunities* by Karoline Mania, October 2022
19. *E-Shariah in Malaysia: technology adoption within justice system;*
20. *Legal and organisational issues in courtroom technology implementation and institutionalization;*
21. *The Implementation of Electronic Records Management System: A Case Study in Malaysian Judiciary*
22. *E-Court: Technology Diffusion in Court Management;*
23. *Using Legal Technology To Embrace Hybrid Working* by Maryam Khan ;
24. *Legal Sector Marketing Specialist ; Jo Hunter What are the top 10 tech trends law firms should be watching out for this year?* April 5 2023;
25. Meredith Hart, 'Everything You Need to Know About Smart Meeting Rooms' (2019)
26. *Journal of Innovation & Knowledge* 8 (2023) *Exploring the effect of digital transformation on Firms' innovation performance;*
27. *Innovation in the legal service industry: Examining the roles of human and social capital, and knowledge and technology transfer;*

2.3 Conceptual framework



This study offers professionals and academics a theoretical framework that deepens our comprehension of the area of technological innovation in the legal industry. The theoretical underpinning for legally acknowledged electronic court automation is provided by this paper. The report examines crucial elements influencing ICT use in courts as well as legislative specifications unique to Malaysia. Researchers can utilize the proposed framework to study how ICT is used in courts around the world..

The system provides information on the legal industry and the stage at which services are rendered, each specifically designed for a certain client. As one of the most common theories of adoption, it has gained a lot of theoretical and empirical support from information systems specialists as a simple model for understanding and predicting users' behavioral intentions to embrace technology. Relative advantage, compatibility, complexity, observability, and trialability are the five characteristics that the model takes into account to explain how technological advancements spread, according to Oliviera, Thomas, and Espadanal (2014).

The results of this study are anticipated to help the judicial authority improve the effectiveness, efficiency, and integrity of judicial administration in order to increase public confidence in the courts and justice system. This study promotes advancements in judicial administration, raises the standard of justice administration generally, and enhances the value of the Malaysian judicial system to administrators of courts and decision-makers..

The paper is unique in that it identifies the following: (1) the current state of academic literature on legal technology; (2) a different approach to the usage of a term and legal technology in nations with common law and continental law systems; (3) rising levels of popularity of terms and legal technology online; (4) an interdisciplinary context of a matter of legal technology; and (5) implications as to how legal technology may be used in the future. Law firms that are struggling with increasing completion and plateauing demand may think about the benefits of online legal services as a means to increase case flows for the business and improve client satisfaction.

2.4 Research Hypotheses

We produced hypotheses that were mapped by an inductive reasoning of theory testing around the management of human capital, social capital, knowledge transfer, and technological uptake in accordance with our first two research objectives...:-

H1 : The effectiveness of enterprises during the COVID-19 epidemic is positively correlated with competitive pressure.

Firms must be constantly on the lookout to avoid failing in the industry competitiveness due to pressure from competitors. Businesses are forced to adapt and take up larger market shares through intense competition . By integrating differentiation into their services and products, these businesses that prefer to adopt innovative technology are able to increase their operations' flexibility and stability, raise industry barriers, and set new standards for leadership in their respective fields.

H2 : During the COVID-19 epidemic, digital transformation has a favourable relationship with how well businesses performed.

We focus on how digital transformation may help businesses adapt to the shifts in the business climate brought on by the COVID-19 pandemic. The adoption of digital transformation to all corporate activities in this global crisis is more broad than it has normally been because of the essential role that it plays in combatting the COVID-19 pandemic [39]. It helps companies cut costs, be flexible, and react to changing environmental conditions.. To put it another way, it breaks through the barriers of time and location that stop companies from using both internal and external resources to run their operations. For instance, digital transformation can lower overall expenses while enhancing advertising efforts. It also makes it possible for employees to work from home, maintaining a physical distance when necessary.

H3 : Legal technology and innovation are linked

The term "legal technology" is used in this definition to refer to "technologies that aim to support, supplement, or replace traditional methods for delivering legal services, such as automating documents, chatbots, interactive websites, and artificial intelligence (AI)". Innovation, according to our definition, is the significantly better delivery of already-existing services or the introduction of new services, as well as the enhancement of service delivery, marketing, and product development. Not every breakthrough necessitates the acquisition of new legal technology.

H4 : The ability of law firms to digitalized is increased by IT training.

Implementing new technologies is a crucial component of innovation for law firms that gives them a competitive edge. Businesses that use contemporary technology have an advantage. Due to the ability of using cutting-edge technology to enhance corporate operations, The International Journal of Entrepreneurship and Innovation has an advantage over rival publications. Legal technology specialists urge the adoption of AI and integrated technological software that takes customer relationships management (CRM) and data analytic into consideration and warn of the financial hazards connected with a lack of technological advancement.. However, due to a lack of knowledge on how to integrate them or a reluctance to adopt a novel disruptive and disputed technology, few legal professionals have fully embraced digital transformations. The causes of this have not yet been thoroughly investigated by study, thus three technology-related theories about problems with electronic courts, technological education, and highly sophisticated technological applications will be evaluated.

H5 : Legal sector to adopt new technology to improves competence

Platforms for managing digital businesses have been modified to accommodate the demands of managing legal cases. Many case management tasks, such as setting reminders for important dates, maintaining contact lists, managing documents, and entering information for billing, can be automated by lawyers using the software. A centralised database houses all the pertinent data, making it simple to access. When necessary, digital case management makes it simpler to share papers with other attorneys at the firm. Case management systems may be web-based, making them available to lawyers using mobile devices while working remotely.

H6 :Technology keeps all reports coordinated and effectively and enhance legal sector to next level

Rapid changes have been brought about by technological innovation in every nation, on every continent, and in every industry. The majority of changes have been beneficial, simplifying, facilitating, and streamlining life and work. And the legal industry has begun to fully embrace the advantages of technological transformation

as it feels its favourable effects more and more. An accelerating digital phase was accelerated by the epidemic. In large part due to need, the legal industry began to fully benefit from technology. Through the use of videoconferencing, cloud-based software, automation, and other methods, lawyers were able to collaborate across geographic boundaries. Technology will continue to have an impact on the legal sector. However, technology will advance, quickly adapting, expanding, and improving.



28. Innovation in the legal service industry: Examining the roles of human and social capital, and knowledge and technology transfer

29. How firms cope with social crisis: The mediating role of digital transformation as a strategic response to the COVID-19 pandemic

CHAPTER 3 : RESEARCH METHODOLOGY

3.1 Introduction

The goal of the project is to create a framework and evaluation criteria guidelines for an electronic court records management system that complies with legal requirements. Its primary goal is to clarify the necessity for digital alternatives to replace the legal system in Malaysian courts. Its second goal is to examine the standards, guidelines, and practices for handling digital court records. The purpose of this study is to look into the application of computerized case management in Malaysian civil courts. Information management has organizational, social, cultural, and technical components.. As a result, social constructions like awareness, shared meanings, documents, tools, and other artefacts are the only sources of our knowledge of reality. Despite being essential to its operation and daily existence, the legal business model innovation or design is understudied in the literature. Most members of the legal community, with the exception of a few firms and experts, are against legal technologies; however, the unprecedented COVID-19 danger compels legal professionals and academics to reconsider using technology in the legal industry. The report will offer a variety of facts that will support the global development of legal technology and the market's expansion. We can now examine the relationships between the components thanks to a structural analysis of the model, which has also helped us better grasp the key aspects of how people perceive technology in courts.

3.2 Research Design

This study employs an exploratory case study and a quantitative interpretive methodology. The report will also offer a variety of facts that will support the global development of legal technology and the market's expansion. The survey was conducted using the online survey tool provided by Google. There are seven sections with a total of 41 questions. The questions include checkboxes, multiple-choice, and questions with in-depth explanations.. The study's goal is to collect information from sole practitioners and partners of law firms in Peninsular Malaysia, specifically addressing how the COVID-19 outbreak has affected their businesses.. The survey enhances the ability to draw broad conclusions about these factors supporting the adoption of innovation inside legal PSFs. It is feasible that utilising this quantitative

method, creative recommendations could be made to enhance the service offerings and operational efficiency of legal PSFs. Participants' years of job experience. Legal professionals were asked to contribute to our poll based on their opinions, ideas, and experiences. Authors employ the collection and analysis to determine the direction of the quantitative data strategy by beginning the collection of quantitative data concurrently with a view to integrating information. This design, which has a more exploratory bent, seeks to gather enough data for the phenomenon being researched in order to put up a more successful quantitative technique.

3.3 Sampling Design

Participants in the study were solicitors who had, at some time in their careers, had experience working in a law firm somewhere in Malaysia . Participants have worked for various-sized law firms; the size of the law companies was discussed. . This approach known as "snowball sampling," in which participants were picked based on their employment histories and asked to spread the survey among their peers. Additionally, LinkedIn communities for legal professionals published the survey there. Since legal experts are difficult to approach with this strategy; exposure and referral strategies raised the study's response rate. In order to hire more volunteers through their network, the researcher identified the ideal group of persons whose backgrounds and professions matched the objectives of the study. Those who expressed interest in participating in either of the two stages of the study were contacted by the researcher via phone, email, or social media message.

To more thoroughly address the concerns of the public, empirical research on the opinions of various persons regarding the use of technology in courts is needed. A technology acceptance model, which aids in comprehending and forecasting people's behavioural intents to adopt technologies, can also be evaluated quantitatively. Quantitative analysis can provide evidence of people's opinions and a solid framework for further, more in-depth research, even if it is not the best method for collecting people's subjective notions about courts and technologies.

30. Adoption of online legal services by law firms in South Africa by Prian Naicker November 6,2017

3.4 Sampling Plan

Firm partners, attorneys/lawyers, in-house attorneys, barristers, trainee solicitors, legal IT specialists, and administrators were among the participants. The following requirements had to be met in order for a participant's response to be accepted: they had to be a licenced lawyer, qualified solicitor, solicitor, barrister, or trainee solicitor. In order to make their comments more consistent, generalizable, and capable of conveying more generic firm insights, legal practitioners were asked to base their responses on their experience working inside a specific law firm rather than on a personal basis.. Additionally, in contrast to mailing out questionnaires, using software to run an online survey enables the researcher to track the number of respondents and enhance dissemination strategies. It may save time because the researcher can give the sample population a larger amount at once. Given the relative size of the population, the required number of unique email addresses was obtained using a straightforward random sampling method with replacement.³⁰

3.5 Sample size

It is also important to note that the respondents seem to understand how technology might help with operational challenges and disruptions. Only 39.4% of respondents, however, indicated that they would be open to the idea of using distant communication technology for online hearings (as opposed to trials), while 35.5% disapproved with the idea and 25.1% were undecided. In the survey on online hearings, concerns about the complaints included internet speed, a lack of amenities, and practicality with 61.2% of respondents rejecting the proposal, there was far more opposition to holding trials (as opposed to hearings) online. Only 17% of respondents said they were in favor of conducting trials via remote communication. The objective was to look at the potential and constraints for adopting innovation as well as the elements of innovation that are seen to be important for the competitiveness of law firms. This study's concluding section sought to produce more broadly applicable findings and an evidence-based framework that would assist law firms in adopting innovations and improving their operations .³⁰

3.6 Data Collection Method

To gather quantitative data for this thesis, the author employed an online self-completion survey. Web surveys that don't need self-completion can be advantageous for quantitative research because they reduce bias and provide respondents the opportunity to respond at a time and place that is more convenient for them. The collection phase lasted for two weeks, from April 10 through April 20, 2023. The researcher deleted the survey link after a period of no response gathering since she was aware of the challenges in receiving survey replies and the time constraints in the data collection procedure. A total of 844 responses were gathered after the survey session. A widely used survey tool that tries to collect organized, uniform data for statistical analysis to support the causal linkages proposed in this study is a questionnaire. A questionnaire was used to operationalize the survey approach used in this research article. A widely used survey tool that tries to collect organized, uniform data for statistical analysis to support the causal linkages proposed in this study is a questionnaire.

3.7 Questionnaire Design

The four sections of the questionnaire created for this study are Section A: Demographic profile, Section B: Firm profile, Section C: Adoption of Online Legal Services, and Section D: Adoption Factors for Online Legal Services. Profiles of the respondents and the law firms they worked for or were affiliated with were created using Sections A and B. To ensure that the language used in the questionnaire is commonly accepted in the legal profession. The demographic information was only used to contextualise the individuals and businesses that took part in the poll.. To screen out any respondents who were associated with or employed by a law firm but were not now practicing attorneys, a control item was added to the poll..³⁰

Section C, which also acts as the study's dependent variable, governs the firm's use of online legal services. A second question was added to ask about the likelihood that the business will adopt online legal services in the future in order to obtain more data and accommodate law firms that do not now offer these services.. The poll received

844 responses, totaling its completion. At least 15 respondents' responses are questionable, suggesting that they were likely prepared by a student or the assistant of a corporate employee..³⁰

A five point Likert scale is utilized for measurement and numerous items are utilized. In order to ensure reliability, the items were taken from prior studies that matched the adoption criteria applied in this study.. These questions were somewhat changed to fit into the context of the legal sector in order to assure relevancy to the responses. The items measuring perceived relative advantage were taken from Yoon and George (2013). Oliveira and Martins (2010) provided five questions for the perceived hurdles construct, and the author added two more items based on the literature review. Lee & Kim (2007) provided four items for the Perceived Compatibility construct, and the author added a fifth item based on the literature study. Sila (2013) adopted the top management's backing and the 34 competitive pressure elements at the University of Pretoria. Oliveira et al. (2014) provided the regulatory support factor items. In order to assure content and construct validity, the remaining factor items related to industrial structure were created by the author with input from the literature research (Saunders & Lewis, 2012). The only language available for the survey was English.

3.8 Pilot Study

A thorough questionnaire pilot was not feasible due to the tight project deadline. But a separate MBA student was employed to evaluate the poll's validity. In order to ensure that the questions and claims could be understood by a lawyer, the pilot topic concentrated on the survey's wording and structure. Legal e-commerce was the survey's first classification of the technological environment. During the pilot, it became clear that the phrase "online legal services," which is a more descriptive word of legal e-commerce, is increasingly connected to lawyers. Through the course of the pilot, it became abundantly clear that lawyers relate to the term "online legal services" (which is more fitting to describe legal e-commerce) better.. In order to make sure that respondents could decide right away whether they were eligible to respond to the survey or not, the control question, which asked respondents to confirm whether they were a currently practicing lawyer employed by or linked to a legal firm, was frequently

asked at the beginning of the survey. One investigation focused on the number of lawyers the business hired, and the other one examined the amount of support personnel the corporation employed. The company's employee count was broken down into two questions. The pilot emphasized that rather than the total number of employees, a legal practice's size is determined by the number of solicitors who practice there.

3.9 Research Instrument

One advantage of adopting a web-based survey over conventional data collection techniques is the capacity to quickly and cheaply reach a large number of respondents (Fan & Yan, 2010). The quiz was made for lawyers, who probably already have some familiarity with computers given their line of work. In just two weeks, 844 people answered the questionnaire. At least 15 respondents provided responses that make it seem likely that they were composed by a legal assistant or student who works for the business. The participants themselves carried out the survey online using the survey tool Google Forms (<https://docs.google.com/forms/>). To make sure they replied, the right person received an email with a link to the survey and a cover letter. To make the dataset easier to manage, each variable was given a brief name. An item non-response is a question that remains unaddressed in a response that would otherwise be regarded as fully finished. To make sure that contradictory and inconsistent responses were modified in accordance with the author's judgement, a consistency check was carried out (Zikmund, 2003). This age and experience verification was carried out to see whether any respondents had given false information about their years of experience. No problems were identified during this check, and it was determined that all responses were uniform.

3.10 Measurement Item

Construct	Label	Item	Source
Perceived Relative Advantage	TPRA1	Providing legal services online would provide improved communication with our organization.	Yoon and George (2013)
	TPRA2	The profitability of our business will rise by providing online legal services.	
	TPRA3	Providing legal services online will establish our brand's visibility online.	
	TPRA4	Providing legal services online will lower costs (such as those associated with travel, research, marketing, advertising, and communication).	
	TPRA5	By providing online legal services, we can expand into new markets and/or attract new customers.	
	TPRA6	Providing legal services online would enhance our online presence	
Perceived Obstacles	TPO1	Because of its size, my firm cannot profit from any online legal service activity.	Oliveira and Martins (2010)
	TPO2	The cost of implementing online legal services operations is too high.	
	TPO3	The technology is too complicated	
	TPO4	Potential security threats and privacy issues worry us.	
	TPO5	We believe that providing online legal services raises significant unsolved legal difficulties.	
	TPO6	Online legal services are of inferior calibre and grade.	N/A
	TPO7	Due to system flaws, online legal services will reveal my firm's malpractice difficulties.	
Perceived Compatibility	TPC1	It is feasible to implement the modifications brought about by the usage of online legal services while maintaining current business procedures.	Lee and Kim (2007)
	TPC2	The implementation of online legal services has resulted in adjustments to work practises that are consistent with our law firm's ideas and values.	

	TPC3	The adoption of online legal services is consistent with our company's IT infrastructure..	
	TPC4	In our business, there are positive views towards the adoption of online legal services.	
	TPC5	Face-to-face communication is essential for the practise of law.	N/A
Management Support	OMS1	Our executive team probably will spend money on information technology.	Sila (2013)
	OMS2	Our executive team is willing to accept the dangers that come with launching an internet legal business.	
	OMS3	To acquire a competitive edge, our top management may be interested in implementing online legal services.	
	OMS4	Our upper management will likely view the usage of online legal services as strategically important..	
Competitive Pressure	ECP1	My company would be under pressure to follow the industry's lead if it decided to use the internet to supply legal services.	Sila (2013)
	ECP2	In my field, there is a tendency towards using the internet to supply more legal services.	
Regulatory Support	ERS1	Using online legal services provides legal protection.	Oliveira et al. (2014)
	ERS2	Today's rules and regulations are adequate to safeguard the use of internet legal services.	

TABLE: MEASUREMENT ITEMS USED IN THE STUDY

3.11 Chapter summary

The research methods and design used to carry out this research study were described in detail in this chapter. Important elements of the research process were covered, which will enable future researchers repeat this study and assess the procedure's quality (Zikmund, 2003). Using data from earlier surveys, a questionnaire was built. 844 people who received the survey from Google replied. The data was coded and prepared for analysis. The analysis techniques were discussed.. The outcomes of the analysis method are thoroughly covered in the following chapter.

CHAPTER 4 : RESEARCH FINDINGS

4.1 Introduction

The framework for an empirical investigation is provided by the research design and techniques. The investigation started by looking at the broad descriptive data. The inquiry was then streamlined to focus on the use of online legal services in the present and the future. To get the intended outcome of the study, the final analysis evaluated the hypothesis using statistical methods.

4.2 Variables

The dependent variable for the study was the absence of innovation in legal firms, and the independent factors that suggest the causes of this had a more explanatory aspect. Ordinal regression and cross tabulations of these associations provide answers to the study's research questions.

4.3 Statistical Analysis

Survey Findings

Q1 : How long have you set up this law practice/branch?

- Less than 6 months
- 7 to 12 months
- 1 to 2 years
- 3 to 5 years
- 6 to 10 years
- 11 to 15 years
- 16 to 20 years
- 21 to 30 years
- More than 30 years

Pre-set responses were given to the respondents, and they were asked to select the ones that best fit their legal practice or branch. Each respondent need only provide one response.

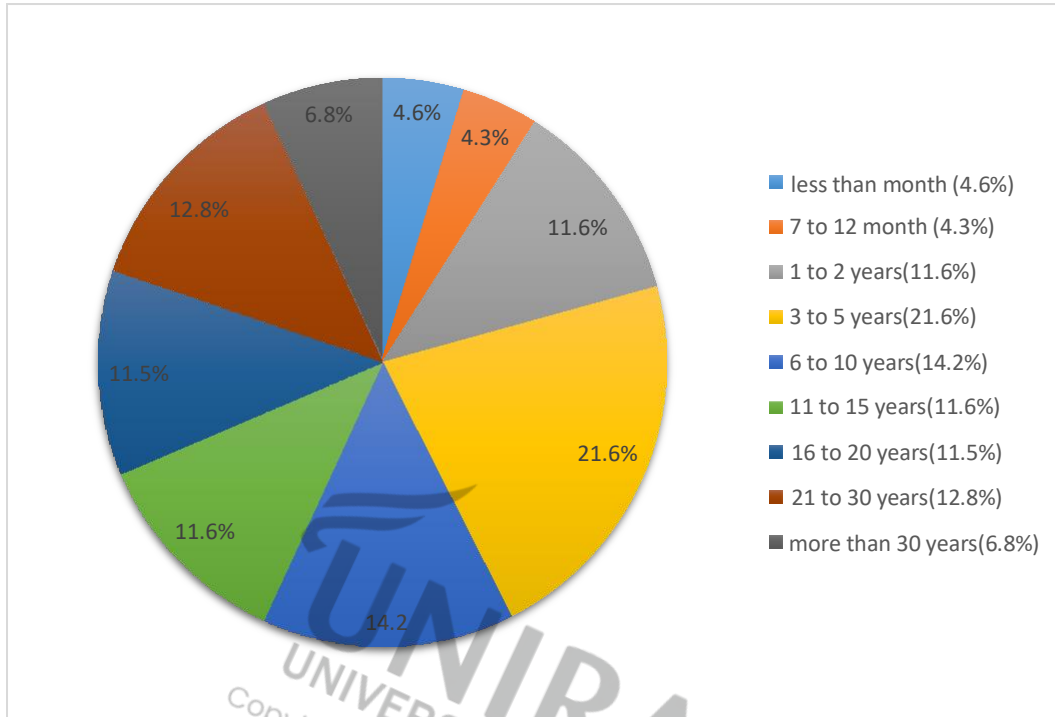


Chart Q1: Maturity of law firms in the survey

Q2 : What is your practice area

The pre-determined responses that best fit each respondent's legal practise or branch were made available to the respondents. Per respondent, more than one response may be provided. The replies are calculated as a percentage based on 844 responses.

Area of Practice	Percentage
Conveyancing of commercial and residential real estate	76.5%
Civil litigation	75.3%
Company/ Corporate/ Commercial or Financial Work (eg acquisitions, takeover, share issues, general company and commercial work excluding conveyancing work etc)	35.5%
Insolvency, Administration or Liquidations	29.5%
Criminal litigation	21.4%

Taxation, Estate Planning, Executorship and Trusteeship	18.7%
Intellectual Property	10.1%
Others :	
Syariah	1.4%
Family Law	0.7%
YBGK	0.5%
Agreements, documentation	0.2%
Immigration law	0.2%
Industrial relation	0.2%
Shipping, aviation, offshore, oil and gas	0.2%
Accident matters	0.1%
Company secretary	0.1%
Construction	0.1%
Corporate, capital market	0.1%
Divorce, probate et	0.1%
Insurance	0.1%
Military, court martial	0.1%
Private wealth	0.1%
Property management	0.1%
Will writing	0.1%

Q3 . How many lawyers are in this law practice/branch?

- 1
- 2 to 5
- 6 to 10
- 11 to 15
- 16 to 20
- 21 to 30
- 31 to 40
- 41 to 50
- 51 to 100
- More than 100 (no feedback recorded)

The pre-determined responses that best fit each respondent's legal practise or branch were made available to the respondents. Each respondent need only provide one response.

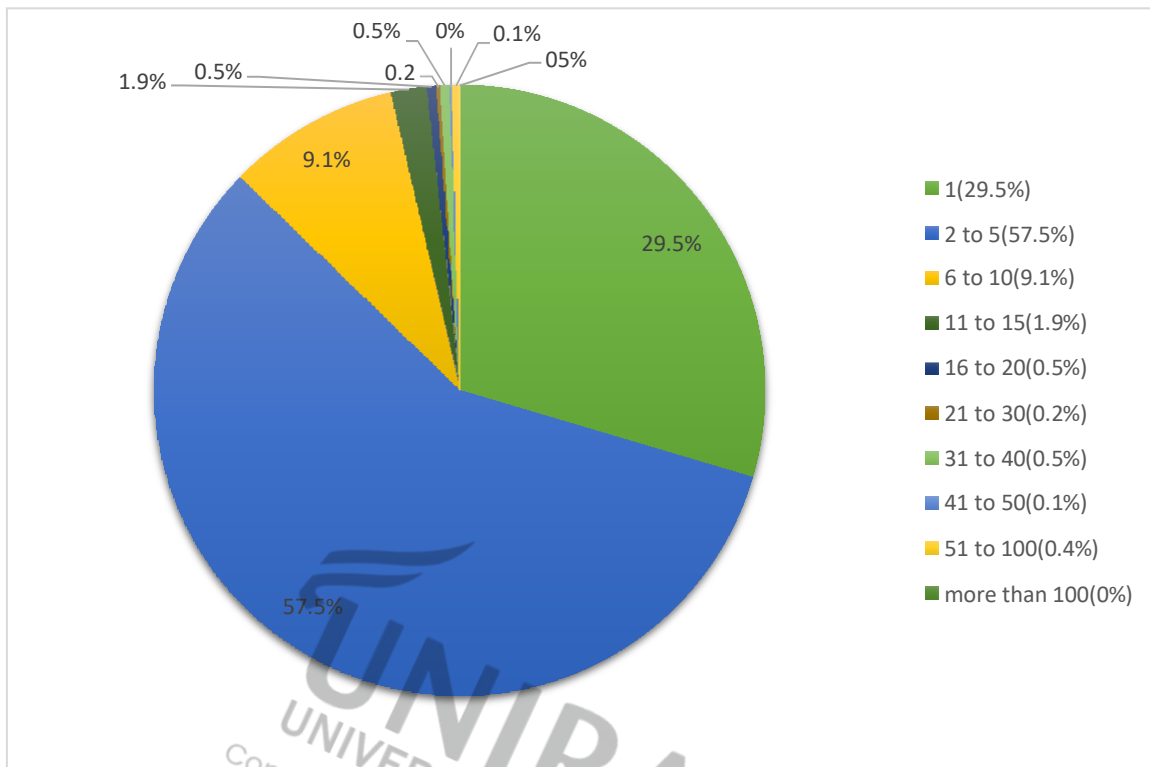
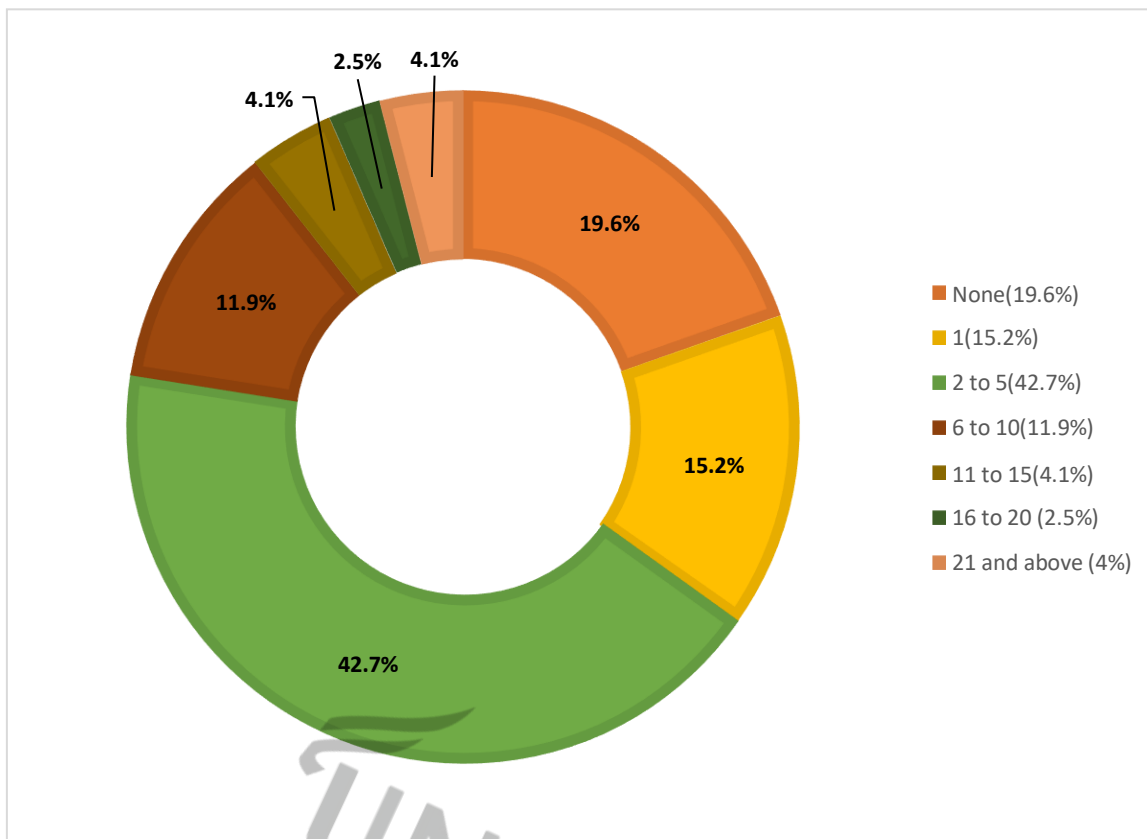


Chart Q3: Number of lawyers based on law firms in the survey

Q4 . How many non-legal staff are employed in this law practice/branch (including pupils in chambers)?

- None
- 1
- 2 to 5
- 6 to 10
- 11 to 15
- 16 to 20
- 21 and above

The pre-determined responses that best fit each respondent's legal practice or branch were made available to the respondents. Each respondent need only provide one response. There are 850 non-legal employees in total..



Q4 Chart Number of legal staff employed based on law firms in the survey

Q5 . Due to MCO , when legal sector unable to sustain law practice/branch without online services , I am thinking of (you may choose more than 1 answer):

- Ceasing practice
- Downsizing my practice
- Adoption of online services
- Merging practice with advance practice firms
- Not making any changes

The pre-determined responses that best fit each respondent's legal practise or branch were made available to the respondents. Per respondent, more than one response may be provided.

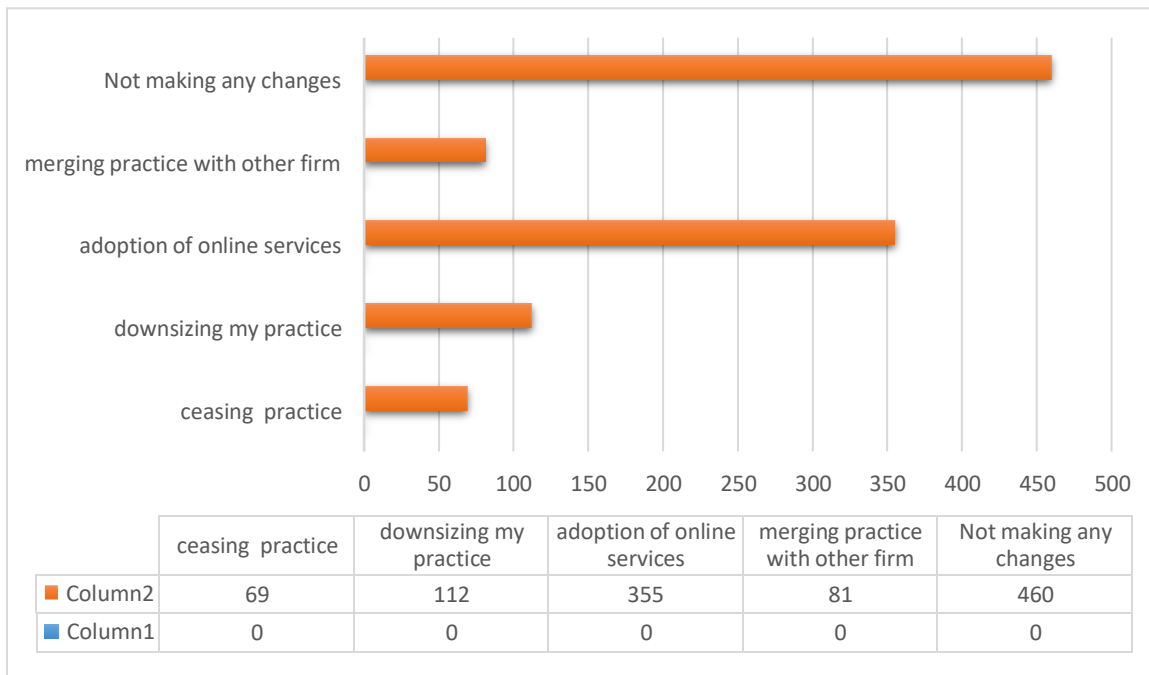


Chart Q5: Considerations of law firm owners

Q6: Describe your thoughts in light of your response(s) above.

Based on the response to Q6, respondents may decide to offer input that best suits their legal practise or branch. Based on 805 replies, the outcome. A summary of the responses to this question is shown below.

- a) The explanations given by the businesses on why they can't last for a longer time include :
- i.) Inability to collect fees during the MCO period and needing an other source of money to pay bills;
- a) Respondents who stated they were thinking about combining or shrinking their law firms cited lowering expenses, overheads, or operating costs as justifications.;
- b) Some owners of law firms want to implement online legal services in their offices because they:

- i. cherish their workers and will make an effort to make ends meet;
- ii. will restore remote file access and online fee collection;
- iii. transitioning from a paper-based to a digital court system, as seen by the use of E-review in case management, a queue management system (QMS), a complaint mechanism, video conferencing, and other features.. By creating a computerized system and assisting the public in boosting access to justice during these MCO, the court is decreasing the strain for attorneys managing their cases.
- iv. work more effectively, professionally, and with better standards. And using technology to attract customers is still prohibited by the Legal Profession Act.

Q7. What have you already done since the MCO time to support or be ready for the future?

Respondents are free to offer input that best fits their legal department or practice. Based on 707 replies, the following is a summary of the comments made on this question.

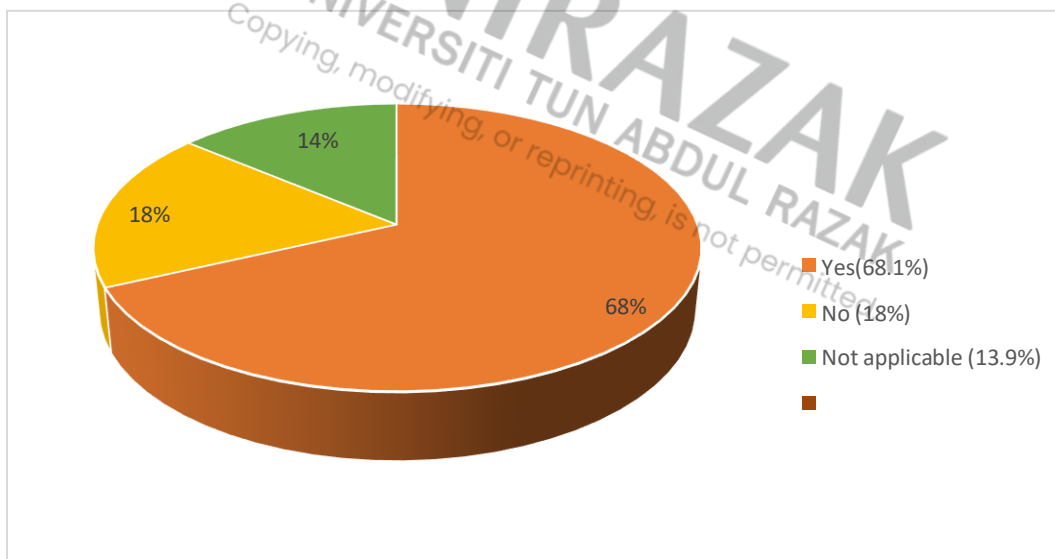
- a) Prepare for the end of the practice;
- b) Find other job or company prospects;
- c) Calm the workers and respond to their questions;
- d) Maintain rapport while continuing to engage with clients to offer support;
- e) Raise awareness;
- f.) Working remotely from home
- g.) Identifying files to close/cease acting for customers whose fees have not been paid
- h.) Planning costs, saving money to pay wages and overheads;
- i) Increase knowledge by doing research, taking online classes, etc.;
- j) Utilising technology to improve online visibility;
- k) educating and supporting people to work remotely from home;
- l) Continue providing YBGK service;
- m) have meetings using an online platform;

- n) and get ready to do more of your business from home.
- o) Planning to move online through a website,
- p) online conferencing, and planning for the potential of trials and hearings going online;
- q). Planning to eliminate the requirement for an office premise;

Q8. Do you have any matters to file in court (e-Filing, e-Review, hardcopy submissions) during MCO

- Yes
- No
- Not applicable

The pre-determined responses that best fit each respondent's legal practise or branch were made available to the respondents. Each respondent need only provide one response.

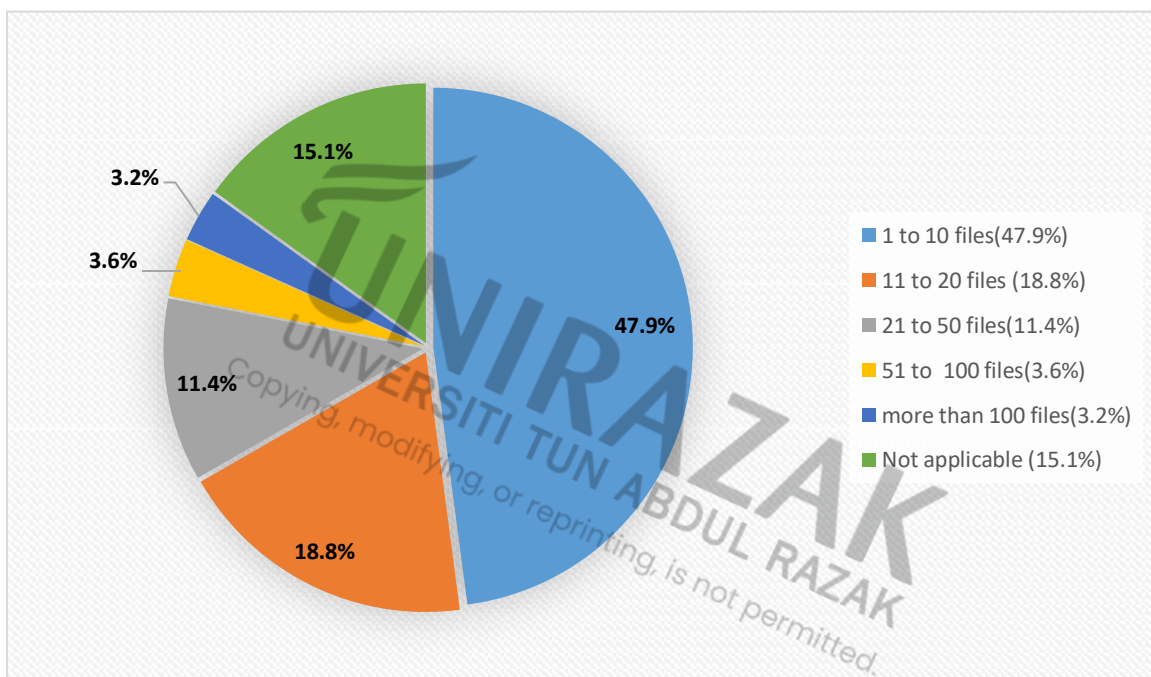


Q8: Litigation files pending between 18 Mar 2020 to 30 Apr 2020

Q9. How many files are affected during this period?

- 1 to 10 files
- 11 to 20 files
- 21 to 50 files
- 51 to 100 files
- More than 100 files
- Not applicable

The pre-determined responses that best fit each respondent's legal practise or branch were made available to the respondents. Each respondent need only provide one response.

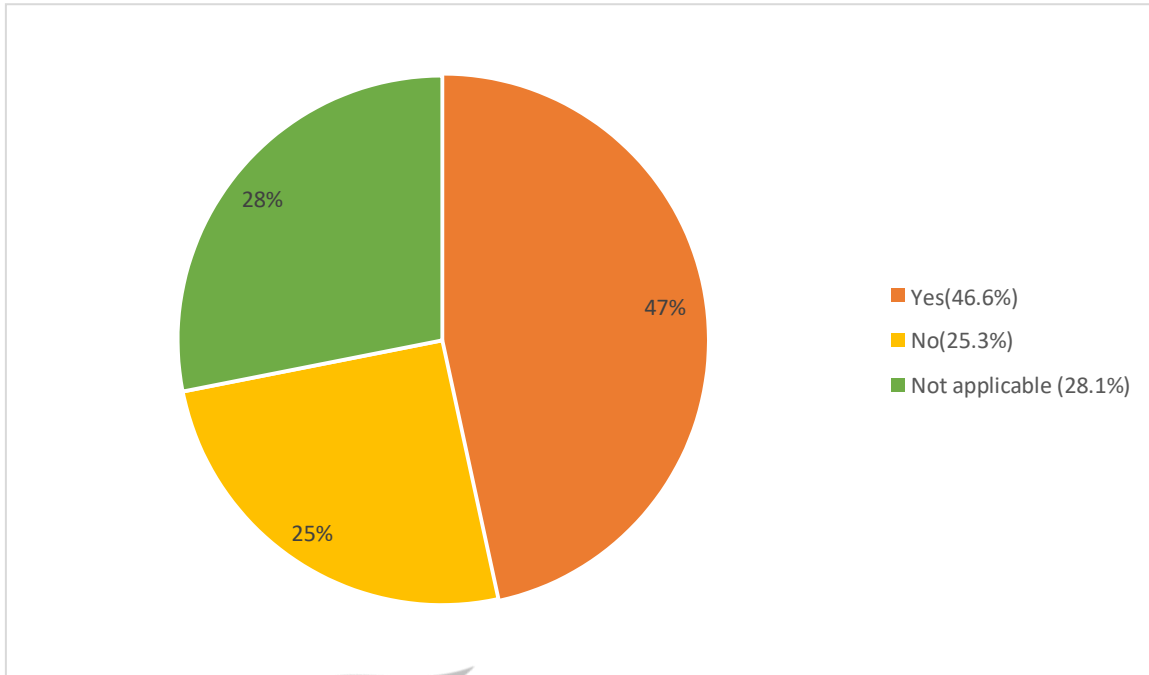


Q9: Litigation files pending between 18 Mar 2020 to 30 Apr 2020

Q10 . Did you manage to file the matters in court (e-Filing, e-Review, hardcopy submissions) during the MCO period?

- Yes
- No
- Not applicable

The pre-determined responses that best fit each respondent's legal practise or branch were made available to the respondents. Each respondent need only provide one response.

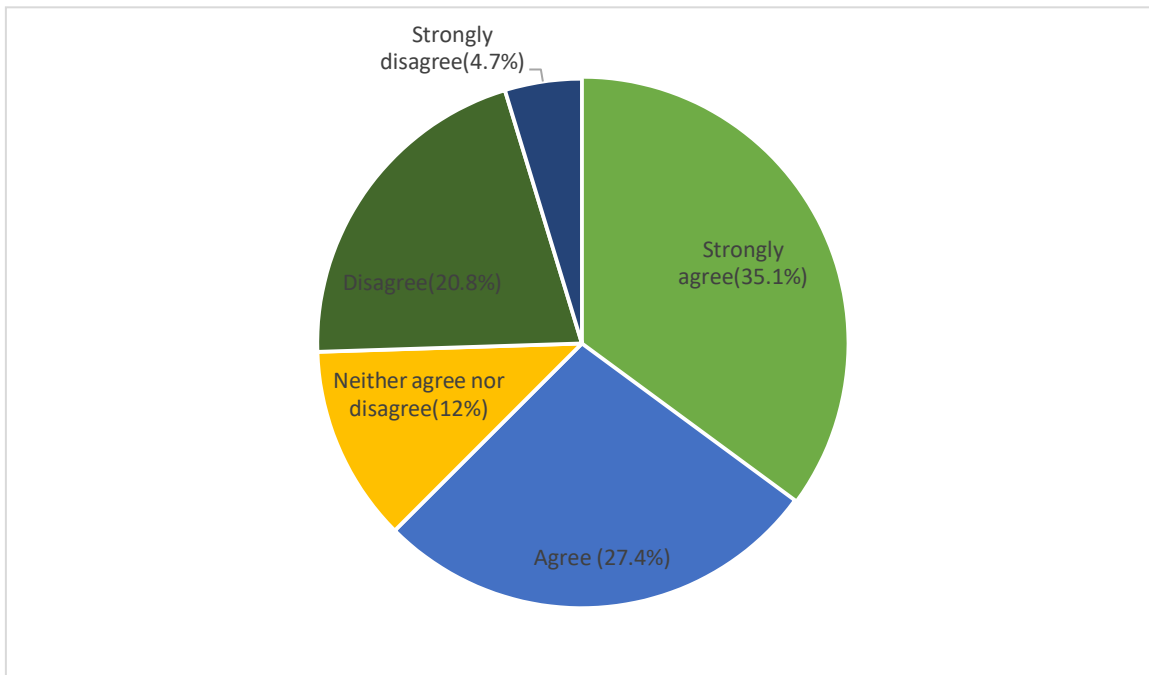


Q10 : Law firm's litigation file progress during MCO period

Q11 . Would you consider the idea of conducting a hearing via video conferencing?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Respondents have the option of selecting pre-set responses that best fit their legal practise or branch..



Q11. Poll on conducting hearing via video conferencing

Observation:

- a. Data was extracted depending on the size of the law practise that was willing to conduct the hearing through video conferencing.

Q12 . Share your thoughts/concerns based on your answer above

Respondents are free to offer input that best fits their legal department or practise.

Based on 484 replies, the following is a summary of the comments made on this question.

- a. Based on 484 answers, issues raised by respondents

Work remotely	18%
Files moving / closing	14%
Documents	10%
- to court - thru e-filing	
- to def - emails	
Practicality	42%
The Court	15%
Total	100%

- a. Breakdown of the concerns with practicality, based on 205 responses:

Practical	69%
Not Practical	31%
Total	100%

Comment:

It is advantageous to have video conferencing for case management and hearings so that the files may be moved or closed.

a) Court problems, broken down based on 75 replies

Suggest video hearing	47%
scheduled hearing regularly	13%
work remotely - safe /SOP	27%
Improve e- court system	14%
Total	100%

Q13. What are the top three issues you face during the MCO period?

Respondents are free to offer input that best fits their legal department or practice.

Based on 362 replies to this question, a summary of the opinions expressed is shown below.

a. Problems with clients

- Making use of the opportunity to postpone payment until after the MCO Period,
- demanding a refund of costs paid,
- having trouble communicating with clients, etc.
- Lack of IT expertise,
- delivery of an empty possession concerns,
- unreasonable requests.

b. Problems with deadlines:

- Concerned about the completion timeline;
- concerned about the stamping date;
- concerned about the letter of offer's acceptance instructions, which must be followed promptly.

c. Issues concerning LHDN:

- Stamp duty was imposed;
- there were fewer hours of operation;
- responses were delayed;

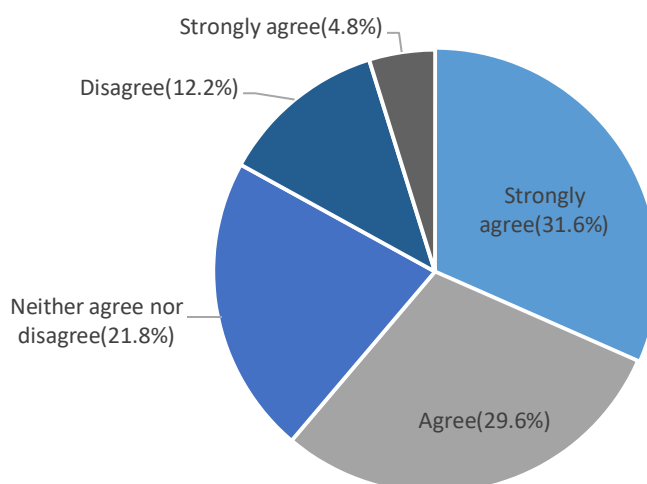
d. Other issues/information/suggestions

- Legal firms operating illegally;
- Health and safety;
- Financial;
- The Government - no clear directive;
- Unable to adjudicate documents;
- Issues concerning the other party's lawyer (no access to documents);
- Unable to communicate with the developer.

Q14. Would you consider the idea of digitalized your firm in future

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

The pre-determined responses that best fit each respondent's legal practise or branch were made available to the respondents. Each respondent need only provide one response.



Q15 . What is the best legal technology would you adapt to your firm (you may choose more than 1 answer)?

- E- Court
- Smartboard technology
- Cloud Computing & storage
- Documents management software
- E-billing
- None

Respondents were given a choice of pre-determined answers that best fit their legal judgement. Per respondent, more than one response may be provided. The responses are expressed as a percentage based on 844 responses.

Legal Technology	Percentage
E-Court	95%
Smartboard Technology	65%
Cloud Computing & Storage	35%
Documents Management Software	30%
E-Billing	15%
None	8%

4.4 Summary of the findings

The technology aspect of the study focused on how online legal services were perceived to have a relative advantage, confront obstacles, and collaborate. Around 844 people completed the questionnaire. 2. There are at least 15 responders whose answers are suspect, implying that they were written by a legal assistant or student employed by the company. Responses to the Part 1 questions revealed that the respondents were a broad group of lawyers with a range of backgrounds, experience levels (including law students), legal professions (including court personnel), and practise areas.

H1 : The effectiveness of enterprises during the COVID-19 epidemic is positively correlated with competitive pressure.

The majority of respondents were concerned about potential security threats and privacy issues with online legal services, although they were unsure of the dangers and technological limitations of doing so. This can be a sign that people don't understand the technical limitations of the technology or think it's dangerous (Oliveira & Martins, 2010). The fact that most respondents inclined to concur with the statement "Online.e legal services will expose my firm to malpractice issues due to system errors" lends credence to this notion.. The poll findings indicated above show that traditional law firms agree with this viewpoint and show how they could compare the quality of services offered by virtual law firms with those offered by online legal resources. According to the prediction made below, virtual legal enterprises will one day compete favorably with traditional law offices in terms of quality, if not surpass them (Henderson, 2014). As a result, conventional law firms will be compelled to adapt a business strategy for online legal services. This one again emphasizes how the maturity stage affects the adoption process. The radical nature of the idea has now been codified by the structure of the industry, exerting normative pressure on the adoption process.

H2 : During the COVID-19 epidemic, digital transformation has a favorable relationship with how well businesses performed

Approximately (55%) of survey respondents used new technology, somewhat less (30%) changed the way services were offered, and more than (20%) improved or expanded the usage of current technology. Technology is being used more frequently, with 65% of all respondents saying they use it more frequently "to manage or process work," 48% saying they use it more frequently "to interact with clients," and 26% saying they use it more frequently "to attract new clients."

This result may explain in part the study's participating law firms' low adoption rates for online legal services. The majority of respondents were unable to express either agreement or disagreement about the extent of top management support for online legal services, implying that top management is largely unaware of the benefits and

strategic relevance of online legal services. Gutierrez et al. (2015) conducted study that related top management awareness to the perceived relative advantage construct, which supports this assumption. According to demographic statistics, the top management of law firms is dominated by people with legal backgrounds, which may be to blame for the lack of knowledge..

H3 : Legal technology and innovation are linked

Many respondents (77% of respondents and 55%, respectively) were aware of and frequently used legal research databases and knowledge management software in conjunction with their particular legal practice. Only one-third (33%) of those surveyed did not introduce new technology, as opposed to two-thirds (67%) of those who did. Similar to this, 45% of delivery innovators and 65% of marketing innovators, respectively, brought new technologies. The use of modern technology "improved or increased" but not among the other respondents, only among the respondents who offered new services. As a result, the adoption of new technology is commonly associated with innovation, but there are undeniably other ways to build distinctive services that do not always necessitate cutting-edge technology..

According to several research (Duan et al., 2012; Gutierrez et al., 2015; Marques et al., 2015; Senyo et al., 2016; Sila, 2013), businesses use specialised technologies to appear more authentic in the market. This is a result of pressure from their rivals. Wang and Wang (2016); Yoon and George (2013). The current study did not find any evidence to support a connection between the use of online legal services and competitive pressure, in contrast to earlier studies (Chatzoglou & Chatzoudes, 2016; Oliveira et al., 2014; Rahayu & Day, 2015).

H4 : The ability of law firms to digitalized is increased by IT training.

All stages of the legal education process, including law school (68%), practical legal training (69%), and continuing legal education (79%), should be required and offer technical training for lawyers, according to the overwhelming majority of respondents (80%). In the logistic regression base model, there was a statistically significant

difference between using online legal services and the perceived relative advantage variable; however, this difference did not persist in the final model. The likelihood that consumers will use online legal services is predicted by the perceived proportional benefit. The following are the top five justifications for employing legal technology.:

- enhance service quality (overall, 72% of respondents agreed);
- enhance workflow effectiveness (71%);
- Improve service quality (72% of respondents concurred overall);
- Improve workflow efficiency (71%);

Future users ranked "increasing demand for our services" as more vital than "improving security and compliance" or "decreasing the overall cost of service delivery."

H5 : Legal sector to adopt new technology to improves competence

Many respondents were aware of and frequently used legal research databases (used by 77% of respondents) and knowledge management software (used by 55% of respondents) in conjunction with their specific legal activity. Only one-third of respondents (33%) did not include new technologies, but two-thirds (67%) of those providing new services did. Similarly, 65% of marketing innovators and 45% of delivery innovators introduced new technology. Separately, while the remaining respondents did not "improve or increase use of existing technology," the two-thirds of those who introduced new services did.. Thus, while innovation is typically associated with the adoption of new technology, there are surely other approaches to generate new services that need not always include cutting-edge technology. Offering integrated client solutions that comprise both legal and non-legal services is a prime example of the latter. According to Gutierrez et al. (2015), perceived relative advantage refers to how much the organization is seen to profit from technology. However, perceived relative benefit was found to be insignificant in adoption studies that included other technologies such as cloud computing, software as a service, and virtual worlds. Yang et al. (2015); Gutierrez et al. (2015); Yoon & George (2015). The rationale for these studies is that the benefits of decision-makers' involvement in organizations are not well known.

H6 :Technology keeps all reports coordinated and effectively and enhance legal sector to next level

Of the 844 respondents, 37% said they are now using legal technology, while 24% said they are "not using but planning to use" it in the future. The top five most frequent types of legal technology in use today are as follows::

- videoconferencing with clients' (87% of total respondents)
- storing data in the cloud' (66%)
- practice management software' (62%)
- legal research software' (50%)
- e-verification/e-signature' (37%)

Online portals for matter status updates (21% planning to use vs. 15% now utilizing) are one example of a technology type where expected use is higher than present use.

- interactive websites that can be used to create legal documents (20% planning vs 10% utilizing)
- chatbots (6% using, 14% planned) or virtual assistants.

The majority of poll respondents were neither for nor against some of the advantages of online legal services, such as enhanced communication, increased profitability, and cost savings. However, the majority of respondents believed that using online legal services benefits a law firm's marketing activities, such as increasing its internet presence and acquiring new clients.. These observations show that there may be a lack of information among solicitors regarding the benefits and characteristics of online legal services, when compared to those of a simple website.

4.5 Chapter Conclusion

The study's findings were compared to those of earlier adoption studies and legal industry literature. The findings were contextualized and interpreted in various ways. The key insight in this regard is that online legal services may suit law firms' working practices, IT infrastructure, culture, and beliefs. According to the data, a number of

criteria were not highly associated to the usage of online legal services. This means that the technology may not be fully developed. These disclosures provide theoretical repercussions and recommendations to legal decision-makers and practitioners.



Chapter 5 : Conclusion

5.1 Introduction

Although we live in an internet-based world, very few law firms have utilized it as a new channel for doing business or providing clients with new services at a lower cost (Douglas et al., 2003). Law businesses are unable to adopt new technology due to the competing dynamics between efficiency and income generation in the legal industry (Quttainah & Paczkowski, 2016). Online legal services are a requirement for law companies that want to thrive in the modern economy; otherwise, they run the risk of being replaced by new competitors in the form of virtual law firms. Due to its reluctance to do so, the legal sector is unable to go past the "practical art's" long-standing constraints.

Academics have not focused as much emphasis on this phenomenon as other parts of the economy. According to Kumar (2014), innovation is a reflection of a whole sector that has been disregarded from a scholarly perspective, as opposed to how some industries naturally lend themselves to innovation, while others do not and are frequently resistive to it. Undoubtedly, the legal sector embodies the stereotype of a neglected one that is rife with particular nuances that have prevented law firms from adopting online legal services as a different way to serve their clientele while also taking advantage of the operational efficiencies and cost-saving benefits offered by the technology (Quttainah & Paczkowski, 2016).

Finding the organizational, technical, and environmental elements that affect how law firms use online legal services was the goal of the study. This chapter logically concludes the study report. The chapter ends by acknowledging the research's shortcomings and making recommendations for additional study.

According to the findings, 60% of the responding law firms presently provide legal services online. Law firms' hesitant adoption of internet legal services may be a sign of their precarious financial situation. According to Henderson (2014) and Quttainah & Paczkowski (2016), organisations may not have fully implemented online legal services due to the trade-off between efficiency and profitability based on the billable

hours model. 42% of respondents reported that their organisations still intended to implement despite the poor implementation rate. This figure reflects 60.5% of the respondents when combined with those whose law firms had already adopted it, showing that the vast majority of respondents favoured using online legal services.

5.2 Implications for management

The legal sector will be disrupted by the entry of new competitors from outside the legal profession in the form of virtual law firms. These new rivals intend to take advantage of the vast untapped market of customers who previously lacked the resources to pay for expensive legal services (Barton, 2014; Henderson, 2014). The University of Pretoria 77 traditional techniques of rendering legal services must be abandoned for law businesses to succeed in the future of the legal industry.

The survey revealed a potential ignorance about the advantages and possibilities of online legal services among decision-makers in law firms. This lack of awareness, as well as the tension between keeping the status quo and growing due to business considerations, are the key reasons why the majority of law firms have decided against using internet legal services. To fully appreciate the advantages of the technology and recognize the potential for extending their operations, top management of law firms, which frequently has legal experience, must stay up with developments in online legal services. This can be done by improving their IT support capabilities, which will help close the knowledge gap in technology and allow for the implementation of online legal services (Quttainah).

According to the poll's results, lawyers believe internet legal services to be less capable than traditional legal services. Brescia et al. (2014) and Henderson (2014) claim that the legal sector misjudged the damage that virtual law firms can do. Studies claim that virtual legal companies are a market disruptor and that they will soon catch up to and even outperform traditional law offices in terms of price and effectiveness (Henderson, 2014).

5.3 Suggestions for future research

Given the number of respondents who stated that their law firms are considering implementing online legal services in the future, a longitudinal study may be conducted to evaluate the factors that influence the adoption of online legal studies at various stages. The stages of maturation are outlined in (Carlo et al., 2014; Kumar, 2014; Sila, 2015). According to the statistics, the timing of the adoption research may have an impact on the findings. The current study found that online legal services were not commonly utilized.



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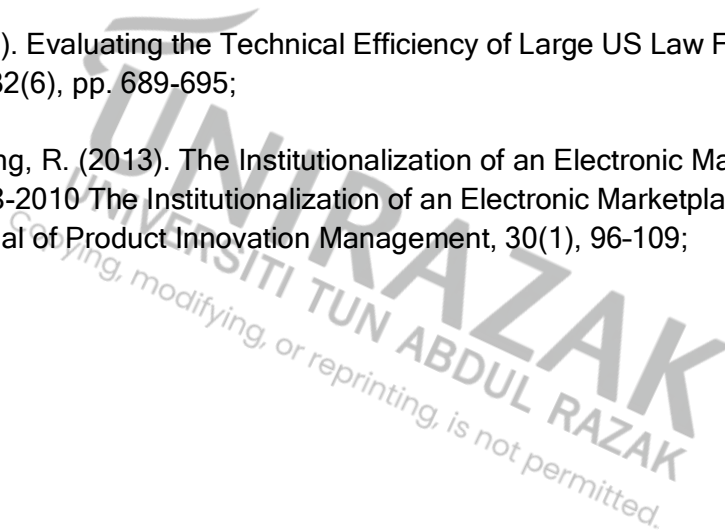
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NAME OF AUTHOR : Mariamah Maniam

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master of Business Administration.

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Name:

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Dean

Graduate School of Business

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