

Organizational Change in the Age of Digital Governance: Exploring the Impact of E-Government Initiatives

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ABSTRACT

The rapid rise of e-government has transformed public sector operations, enhancing efficiency, transparency, and citizen-centered service delivery. This article examines e-government implementation within the Ministry of Justice, using organizational change theories to assess how digital transformation reshapes traditional administrative structures. Focusing on digital case management, online legal services, and reengineered judicial processes, the study explores efforts to improve accessibility and reduce bureaucratic burdens in a highly formalized environment. It also identifies key challenges, including rigid hierarchies, technological limitations, and resistance to change. Despite notable progress in expanding access to justice and streamlining operations, issues such as bureaucratic inertia, data privacy, and the need to balance efficiency with fairness persist. The article concludes with actionable recommendations for policymakers and public managers, emphasizing inclusive change strategies, updated legal frameworks, and continued digital investment. This research contributes to the broader discourse on digital governance by offering insights into inter-organizational collaboration and the distinct challenges of justice sector reforms.

1. Introduction

The fast development of digital technologies has resulted in a basic change in public sector management all around. Considered as the application of digital tools and platforms to provide public services, streamline administrative procedures, and improve citizen communication, e-government has become increasingly important pillar of modern government. Digital transformation projects are being embraced by governments all around in order to increase institutional efficiency, lower bureaucratic complexity, encourage openness, and so enable more inclusive citizen involvement. Though the technical execution of digital platforms is vital, the success of e-government programs also mostly depends on the less obvious but equally vital dimensions of organizational dynamics, inter-agency cooperation, and efficient knowledge sharing across public institutions.

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Regarding Morocco, the Ministry of Justice has advanced digital transformation really significantly. Comprising a part of a larger national plan, the Ministry has launched a variety of projects aiming at digitizing court procedures, electronic case management systems, and online access to legal services. These changes have been intended not only to increase public access to justice and lower the administrative loads usually connected with the justice system but also to improve the efficiency of court activities. Notwithstanding these developments, some ongoing issues still impede the flawless acceptance and integration of e-government programs. Among these difficulties include antiquated legislative frameworks, ingrained bureaucratic systems, and, in some areas of the public administration, a general lack of digital literacy and technological readiness.

The function of information sharing in inter-organizational cooperation is one of the most important but yet mostly understudied elements affecting the effectiveness of e-government application. Digital transformation calls for coordinated activity across several departments and institutions, hence the flow of knowledge and information among these bodies becomes very important. Good information transfer helps best practices to be shared, reduces duplication, speeds up learning, and promotes the creation of creative ideas fit for particular institutional requirements. On the other hand, fragmented communication, institutional silos, and uneven knowledge management techniques can greatly impede development and help to explain inefficiencies, duplication of effort, and opposition to change.

As it advances in its digital transformation path, the Moroccan Ministry of Justice still encounters structural and operational obstacles to inter-organizational information exchange. Limited culture of cooperation is caused in part by institutional fragmentation, hierarchical rigidity, and lack of common communication channels. Furthermore, many government agencies still run separately with little institutional support or incentive for horizontal information flow. Further aggravating the situation are legislative restrictions, data governance issues, and differences in digital maturity across partner companies. These difficulties not only hinder the effective execution of e-government projects but also reduce the possibility for institutional resilience and long-term innovation.

Against this background, this study aims to answer a basic research question: How effective is inter-organizational cooperation in the use of e-government within the Moroccan Ministry of Justice when information exchange among public institutions is underlined? The article uses a multi-pronged strategy to respond to this question. Using important ideas from organizational change theory and public administration literature, it first investigates the theoretical underpinnings of information sharing inside the framework of e-government. It then offers a case study of Morocco's Ministry of Justice, including its efforts at digital transformation as well as organizational, legal, and technological difficulties faced during the process. Particularly focused is the identification of the main obstacles to efficient knowledge flow and the elements either supporting or hindering inter-organizational cooperation.

The last parts of the paper present useful policy suggestions meant to improve systems of knowledge-sharing. These cover ideas for institutional capacity-building plans, inter-agency coordination systems, and legal reform. The paper ends with stressing the wider consequences for digital governance and providing recommendations for next studies that can help to guide the design and execution of more interconnected, cooperative, knowledge-driven e-government systems.

2. Research Methodology

2.1. Methodological Approach

Based on the interpretivist research tradition, which gives the understanding of social events within their particular institutional and cultural setting top priority, this study uses a qualitative case study technique. well in complex settings like the public sector undergoing digital transformation, the interpretivist method is well suited to investigating how people and organizations experience and react to change (Choice & Chandler, 2015; Heeks, 2018). This style emphasizes meaning-making, stressing how actors—such as legislators, civil servants, and IT professionals—interpret and negotiate the changes brought about by e-government projects, therefore eschewing universal laws or statistical generalizations.

Since it lets for a thorough and contextualized analysis of the Moroccan Ministry of Justice's digital transformation path, a case study design was chosen as the most suitable methodological technique for this research. Particularly in cases when the borders between the phenomenon and its surroundings are not precisely defined, case studies are increasingly acknowledged as useful instruments for examining modern events in real-life environments (Yin, 2018). The main emphasis of this study is on how knowledge is distributed—or not shared—among public entities engaged in e-government implementation and how this influences inter-organizational cooperation inside the judicial system.

This study's qualitative orientation helps one to examine closely the Ministry's internal procedures, relationships with stakeholders, and changing digital habits. It also enables the discovery of less obvious elements—such as organizational culture, informal networks, power dynamics, and opposition to change—that may affect the success or failure of public sector reforms but are difficult to measure (Mahboub & Sadok, 2024). The study intends to provide rich, deep insights that would not be achievable using only quantitative approaches by investigating these little but significant factors.

This approach supports a complete knowledge of digital transformation, including the deeper institutional dynamics at hand as well as technical breakthroughs (such as the implementation of online legal services or electronic case management systems). These comprise ingrained bureaucratic traditions, normative constraints to follow international norms, and public servant changing duties in a computerized government paradigm. Analyzing these multi-layered elements helps the study not only on what has changed in terms of technology and service delivery but also on how change is seen, negotiated, and maintained inside the company (Elhazziti et al., 2023).

In qualitative case studies, data collecting usually combines sources—such as semi-structured interviews, document analysis, and observations—to allow triangulation and guarantee the validity of conclusions. Using a similar approach, with specific focus on policy documents, government publications, internal memoranda, and expert interviews with Ministry officials and stakeholders engaged in the digital transformation process, this study found This multi-source strategy guarantees a more whole and credible knowledge of the case.

This work aims to provide theoretically informed insights on the particular dynamics of digital transformation and inter-organizational knowledge exchange in a developing country environment, not to generate generalizable conclusions relevant to other governments or ministries. Thus, it adds to the increasing corpus of studies on e-government implementation in the Global South, where institutional inertia, low resources, and convoluted administrative environments typically restrict efforts at digital transformation (OECD, 2023; Gil-Garcia, 2020).

Understood by an interpretivist epistemology, the qualitative case study technique offers a strong and adaptable framework for investigating the digital path of the Moroccan Ministry of Justice in general. It helps to identify both potential and practical difficulties as well as supports more general theoretical discussions on digital governance, institutional transformation, and group public management.

2.2. Case Selection: Why the Moroccan Ministry of Justice?

Because of its strategic importance in institutional change and its major participation in the digital transformation agenda of the Kingdom of Morocco, the Ministry of Justice of that nation was deliberately chosen as the key case for this research (Government of Morocco, 2021; Ministry of Justice, 2023). Comprising one of the fundamental organizations in Morocco's governance structure, the Ministry is tasked with managing justice—a sensitive and key area of concern for democratic government and public confidence. Often marked by procedural complexity, institutional rigidity, and public awareness, the court system is a prime location for analyzing the consequences of e-government adoption.

Leading national leader in developing digital justice projects aiming at modernizing service delivery, enhancing administrative openness, and so improving citizen access to justice during the past decade is the Ministry. In keeping with national and international criteria for open and responsible government, these measures have been part of Morocco's greater commitment to public sector digitalization and governance reform (Open Government Partnership, 2023; OECD, 2023). Key platforms including the Electronic Case Management System (ECMS), Online Dispute Resolution (ODR) tools, and the Mahakim.ma portal—a digital interface allowing citizens, legal professionals, and court personnel to access services remotely—have been introduced and operationalized under the Ministry's digital efforts (Fes News, 2024; World Bank, 2023).

These systems are meant to simplify court processes, lower case backlog, lower corruption chances, and provide real-time legal document and case status access. By doing thus, they immediately help to increase public confidence in government institutions and thereby support the rule of law (CNDP, 2023). Simultaneously, they show a rising institutional capability for digital innovation inside the Moroccan public sector—especially in an area typically conservative like justice.

One methodologically rich and analytically useful unit of study is the Ministry of Justice. Its choice enables the research to investigate underlying organizational dynamics that define the success—or constraints—of digital transformation in the public sector in addition to obvious reforms and technical implementations. Particularly, the case provides understanding of institutional opposition to change, policy coordination systems, inter-organizational knowledge flows, and leadership behavior in high-stakes digital reform environments.

Furthermore, the Ministry was chosen as thorough and reliable secondary data was available, hence improving the methodological rigor of the research. Publically available and in-depth background on the Ministry's digital transformation path is provided by many government policy documents, implementation reports, evaluation studies, media briefings, and international development reviews (OECD, 2023; CNDP, 2023; Ministry of Justice, 2023). These sources allow triangulation with main data collecting techniques, such institutional observations or interviews, thereby enhancing the validity and depth of study.

The Ministry of Justice provides a special empirical environment to investigate more general issues including institutional capacity, stakeholder alignment, and organizational learning from a theoretical approach, therefore reflecting the junction of legal systems, digital governance,

and administrative reform. Analyzing the obstacles and enablers of inter-organizational cooperation in digital transformation finds the justice sector particularly helpful because of its deeply ingrained systems and focus on procedural formality (World Bank, 2023).

Finally, the Moroccan Ministry of Justice distinguishes itself not only for its innovative approach to national digital reform but also for its great empirical and theoretical significance as a case study. It enables the research to actively participate in current discussions on e-government in developing nations and provide context-specific results pertinent to both scholars and politicians.

2.3. Data Collection Methods

The main data collecting approach used in this study was document analysis, a qualitative approach highly valued in studies of institutional research and public administration. By use of textual artifacts reflecting organizational practices, policy directions, and institutional narratives, document analysis helps researchers to draw meaning from written documents (Gil-García, 2020; Choi & Chandler, 2015). Given the institutional character of the research environment—Morocco's Ministry of Justice—and the emphasis on digital transformation and inter-organizational knowledge sharing, this approach offered a non-intrusive but rich source of evidence ideally fit for the interpretivist tradition underlying this study.

Covering the period from 2021 to 2024—a period that fits Morocco's most active phase of justice sector digitalization—the papers examined comprised both primary and secondary sources. Official Ministry of Justice publications directly, including digital strategy frameworks, legal and regulatory documents, implementation schedules, and ministerial communiqués, were among primary sources. These records provided information on the reform program of the Ministry, main performance targets, and declared institutional goals on e-justice implementation. Particularly multiple annual reports and strategic planning documentation covering development in the application of platforms like Mahakim.ma as well as the internal reorganization efforts meant to fit administrative processes to new digital systems (Ministry of Justice, 2023).

Reviewing news releases and public communications by the Ministry also helped to reflect the official debate on modernization, citizen participation, and openness by capturing how digital reforms were presented to the public and to stakeholders. Crucially for understanding organizational change processes, these records also provided hints of political will, institutional self-perception, and the way reform narratives were framed (Heeks, 2018).

This study benefited much from secondary data sources as well. These included policy assessments and evaluation reports from international organizations including the World Bank, the Open Government Partnership (OGP), and the Organisation for Economic Co-operation and Development (OECD), all of which have tracked and helped Morocco's digital governance reforms. Their independent evaluations provide outside views on the performance of the Ministry, reform coherence, and implementation difficulties (OECD, 2023; World Bank, 2023; Open Government Partnership, 2023). Furthermore important in court digitalization environments are national oversight bodies including the Commission Nationale de Contrôle de la Protection des Données à Caractère Personnel (CNDP), which offers legal and ethical analyses on data privacy, user protection, and the dangers of digital exclusion (CNDP, 2023).

Public-facing digital platforms—especially the Ministry's e-justice portal Mahakim.ma—provided still another vital source of information. Analyzed were service descriptions, user manuals, instructional videos, digital forms accessible on this platform to grasp the user experience and interface design concepts. This method helped to triangulate internal policy

narratives with user-centered points of view, so illuminating how changes were accessed and operationalized by both legal professionals and citizens (Mahakim.ma, n.d.; Fes News, 2024). Examining these resources also made clear how well more general goals of openness, accessibility, and efficiency aligned with technological instruments.

Inspired by the relevance of every document to the major themes of the research—judicial digitization, inter-agency knowledge flows, institutional capacity, and the obstacles to reform—the choice of all the materials followed a purposive sample approach. Purposive sampling in qualitative document analysis, as Barodi et al. (2025) point out, improves analytical depth by concentrating on theoretically aligned and contextually rich materials. The approach guaranteed the retention of only materials with significant information value, therefore enabling the study to create a whole picture of the technological and institutional sides of e-government deployment.

This study guaranteed data triangulation by depending on several kinds of sources and viewpoints—from internal policy texts to external evaluations and platform-level content—so improving credibility and lowering possible biases (Yin, 2018). The variety and complementarity of sources also enabled a more complex and multi-dimensional knowledge of the digital transformation initiatives under Morocco's Ministry of Justice.

2.4. Analytical Framework

This study using a theory-driven theme analysis sought to investigate the dynamics of digital transformation and inter-organizational information sharing inside the Moroccan Ministry of Justice. This method enabled a methodologically rigorous and theoretically rich investigation of qualitative data, therefore matching observed patterns with accepted theoretical models in public administration and organizational transformation. Three complementary conceptual lenses—Lewin's Change Management Model (Lewin, 1947), Kotter's 8-Step Change Model (Kotter, 1996), and institutional theory (Scott, 2014) were specifically consulted in the analysis. By allowing a multi-level view of organizational transformation and capturing both the behavioral and structural elements of change inside a bureaucratic and politically sensitive environment, the combination of these frameworks enabled.

Three-phase theme coding was done, each phase guided by a corresponding theoretical lens. Beyond mere observations, the aim was to find underlying institutional logics, resistance patterns, and change agents defining the Ministry's path through digital transformation. First developed deductively depending on the fundamental ideas of every framework, all codes were subsequently improved inductively when recurrent themes from the data surfaced Gil-Garcia, 2020.

Phase 1: Lewin's Change Management Model – Unfreezing, Change, Refreezing

Lewin's three-stage model of organizational transformation dominated the first analytical phase: unfreezing, change (or transition), and refreezing (Lewin, 1947). This paradigm offered a basic prism through which to follow the historical development of reform initiatives. Under the unfreezing stage, the study concentrated on how the Ministry acknowledged the need of change—highlighted by reference to public discontent, problem framing in strategic documents, and judged inefficiencies in the court. Top-down pressure from national digital plans and outside influence from international organizations (e.g., OECD, World Bank) worked as accelerators that destabilized current institutional routines and generated a supposed demand for reform.

Thematic codes throughout the transition phase caught the use of digital tools including Mahakim.ma, Online Dispute Resolution (ODR), and the Electronic Case Management System (ECMS). Technical platforms, court process reform, and administrative behavior changes were part of this period. Here also surfaced difficulties including technical talent shortages, bureaucratic uncertainty, and inconsistent departmental acceptance.

The refreezing stage consisted in spotting evidence of newly established digital standards becoming entrenched. This covered early staff signs of cultural adoption, integration of platforms into official workstreams, and routinizing of digital operations. The study also indicated, nevertheless, that some digital projects stayed in flux, implying partial or scattered refreezing.

Phase 2: Kotter's 8-Step Change Model – Leadership and Strategic Execution

Driven by Kotter's (1996) 8-step model, the second phase turned its emphasis to strategic change management and leadership behavior. Each of the eight steps—establishing urgency, building alliances, creating vision, communicating vision, empowering action, producing short-term victories, consolidating gains, and anchoring change—was matched by codes.

Analyzing how top Ministry officials organized internal support and kept momentum for change in a hierarchically rigid organization proved especially helpful using this paradigm. Strategic materials and press releases, for example, exposed consistent communication of a clear vision for digital justice, while organizational memos highlighted attempts to empower mid-level managers by localized training and assigned responsibility. Strategic highlights of short-term gains—such as effective platform launches or better service standards—were meant to inspire more general buy-in and establish credibility. Still, obstacles including inadequate cross-departmental cooperation and irregular follow-up protocols pointed up areas where the transformation effort stumbled before fully institutional anchoring.

Phase 3: Institutional Theory – Norms, Legitimacy, and Regulatory Pressures

Drawing on institutional theory, the third analytical phase examined how more general institutional logics affected the acceptance and embedding of digital reforms (Scott, 2014; Choi & Chandler, 2015.). Emphasizing normative, coercive, and mimetic influences influencing the Ministry's reform path, codes in this phase.

Professional norms, ethical questions, and public expectations on openness and justice access shaped normative constraints. References in official speech to justice, efficiency, and citizen involvement, for instance, suggested that digital transformation was presented not only as a technological but also as a normative imperative.

Compliance with national laws, financial restrictions, and the conditionality of foreign aid programs included among the coercive pressures. These demands drove the Ministry to follow worldwide best practices in e-governance and embrace performance benchmarks set by foreign partners as the OECD and the World Bank (OECD, 2023; World Bank, 2023).

The Ministry's attempts to replicate effective digital justice reforms from like systems in Europe and the MENA area clearly displayed mimetic isomorphism. Further underlining the drive for transformation, external references and cross-national benchmarking in Ministry reports exposed a strong determination to establish Morocco as a digital leader in the area.

Triangulation and Interpretation

This multi-theoretical triangulation made a rich and thorough knowledge of how change occurs in intricate bureaucratic systems possible. Combining institutional viewpoints with behavioral

change models allowed the study to explain both macro-level factors (e.g., legitimacy and global governance norms) and micro-level dynamics (e.g., leadership and resistance), so producing a richer and more explanatory analysis (Heeks, 2018; Gil-Garcia, 2020).

2.5. Limitations of Methodology

Although this study provides insightful analysis of the digital transformation of the Moroccan Ministry of Justice and the function of inter-organizational information sharing, certain limits have to be admitted. These restrictions highlight potential topics for methodological development and empirical extension and guide the limits of the applicability of the research even if they do not invalidate the conclusions.

The great reliance of this study on secondary data sources is one of its most important constraints. Mostly from official government records, institutional reports, news releases, and platform content—materials generally curated for public consumption and may be modified by political or reputational interests—the research mostly relies on. Although these records are quite helpful for grasping institutional framing, policy goals, and procedural rules, they also show selective reporting. These sources underrepresent events of internal opposition, operational mistakes, or departmental strife, therefore running a danger. Materials produced by governments could highlight success stories and minimize the more controversial or inadequate elements of reform programs. While the study used triangulation techniques—drawing from many sources including international evaluation reports and independent assessments—to offset possible biases, the absence of firsthand views from Ministry personnel, technical teams, or platform users limits the study's ability to uncover experiential insights or operational nuances.

Second, although providing great contextual richness and theoretical insight, the study's qualitative case study structure limits generalizability. Operating within a particular political, legal, and administrative framework influenced by national laws, cultural standards, and historical paths of government, the Moroccan Ministry of Justice is shaped. Therefore, even if the results provide significant lessons and support more general discourses on digital governance, they might not be directly relevant to other ministries, government levels, or nations with different institutional configurations (Heeks, 2018). Morocco's organizational culture, technical maturity, and political incentives could be very different from those of other developing or industrialized nations, therefore influencing the transferability of tactics and results found in this study. Having stated that, the results of this study can still be analytical hypotheses or heuristic guides for comparative investigation in similarly organized public institutions or areas undergoing simultaneous reforms.

A third restriction relates to the chronological extent of the study, which spans the years 2021 through 2024. Although this period of time catches the central phase of digital justice reform, it might overlook newly occurring events, policy reversals, or long-term institutional effects not yet recorded or made public. Digital transformation is by nature a dynamic and iterative process; some changes—especially those pertaining to institutional sustainability, user trust, or cultural adaptation—may take years to come to pass. Particularly in respect to the "refreezing" stage of change management or the long-term consequences of knowledge-sharing programs, the lack of longitudinal data could thus restrict the capacity of the research to evaluate the durability and institutional embedding of reforms (OECD, 2023). Longitudinal designs that review these changes over a longer period might help future follow-up research to more fully evaluate results.

The absence of user voices—especially those of citizens, lawyers, or judicial officials who directly engage with the platforms like Mahakim.ma—adds still another methodological

constraint. Although the study looked at platform interfaces and service documentation, it omitted actual interaction with the individuals most impacted by these digital products. Knowing end-user opinions, degree of satisfaction, and pragmatic obstacles—such as digital literacy, internet connection, or language restrictions—would improve the study and offer a more fair image of service equity and accessibility. This means that the research is more oriented on institutional narratives and governance systems than on actual user experience.

Many methodological qualities help to offset these constraints, though. Examining the data via several lenses helps to add analytical depth and improve interpretative validity by using a multi-theoretical framework incorporating Lewin's Change Management Model, Kotter's 8-Step Model, and Institutional Theory (Gil-Garcia, 2020). Furthermore adding validity to the conclusions are the credibility and variety of the secondary data sources—including those from international organizations as the OECD, World Bank, and CNDP—used (OECD, 2023; Barodi et al., 2025). These groups function with independent missions and their assessments are less prone to local political influence, therefore providing a critical outside review of institutional performance and reform integrity.

Overall, this study recognizes the limits of its analytical approach even while it significantly advances public sector knowledge of digital transformation, particularly inside a justice-oriented institutional framework. These constraints point to interesting directions for next investigations including surveys, participatory observations, interviews, and cross-country comparative studies to validate and expand the conclusions given below.

3. Literature Review

E-government is the use of digital technologies by governmental entities to provide services, interact with citizens, and improve administrative effectiveness. From a set of disjointed web tools during the past two decades, e-government has developed into a key pillar of public sector transformation globally, including in Morocco (OECD, 2023; Government of Morocco, 2021). Its main goals—bettering service quality, raising openness, and expanding citizen involvement—reflect more general changes in government toward more responsibility and responsiveness. Public administration's digital transformation today consists not only in service portals but also in integrated digital ecosystems combining automation, open data, and real-time interaction capacity (Gil-Garcia, 2020).

Knowledge exchange has become a crucial facilitator of effective e-government deployment inside these growing digital contexts. Knowledge sharing—defined as the interchange of information, expertise, practices, and experiences across people or companies—helps to create institutional learning, align policy efforts, and bridge silos. Particularly in bureaucratic and hierarchical institutions, knowledge in public administration sometimes lives in separated departments or individual expertise. Avoiding duplicity of efforts, guaranteeing continuity of changes, and maintaining innovation over time depend on its diffusion being facilitated (Choice & Chandler, 2015; Mahboub & Sadok, 2024).

Public sector knowledge can manifest both explicit and implicit forms. Explicit knowledge consists in easily recorded and transferred forms including codified resources including legal texts, procedural manuals, and strategy frameworks across units. By contrast, Tacit knowledge is the informal understanding, professional experience, and institutional memory ingrained in human interactions and corporate culture (Dalkir, 2017). Given the digital revolution, both kinds of knowledge are absolutely essential. While tacit knowledge promotes trust, cooperation, and adaptive capability in changing contexts (Barodi, Idrissi, & Kabbaj, 2025), explicit knowledge offers the scaffolding for interoperability and compliance.

The use of e-government always interacts with the larger field of organizational transformation, which is still a recurring motif in both theoretical and empirical studies. Often requiring the upheaval of established bureaucratic systems, digital transformation drives changes in administrative processes, decision-making hierarchies, and personnel responsibilities (Heeks, 2018). Organizations with rigid vertical structures are under increased pressure to become more nimble, user-oriented, and technologically savvy. Commonly seen resistance to change is especially when changes uncover fundamental institutional flaws or disrupt long-standing behaviors (Elhazziti, Bennani, & Yassine, 2023).

Scholars often draw on conceptual frameworks from organizational theory to examine these developments. Breaking down organizational transformation into three stages—unfreezing, change, and refreezing—Lewin's Change Management Model (1947) provides a basic perspective. Emphasizing the need of undermining current conventions, leading change processes, and institutionalizing new habits, this linear model Complementing this, Kotter's 8-Step Change Model (1996) offers a more thorough road map including leadership vision, stakeholder mobilization, and short-term successes as fundamental drivers of transformation. Concurrently, Institutional Theory (Scott, 2014) expands the study by include on organizational behavior the effect of normative pressures, regulatory settings, and society expectations. These models highlight together that effective change is political, cultural, relational, and political as well as technical (Gil-Garcia, 2020).

Though the body of research on digital governance and change management is becoming more sophisticated, there are still clear gaps—particularly with regard to how justice systems in underdeveloped nations absorb and implement digital reforms. While fewer studies have looked at back-office transformation in judicial or legal institutions, which are often more resistant to change due of legal formalism, procedural rigidity, and high public scrutiny, most current studies have concentrated on front-office services (e.g., tax collection, civil registration, or health portals). Moreover, much of the e-government literature is based on Anglo-American common law systems, therefore creating a knowledge vacuum on how civil law jurisdictions—such as Morocco's—manage the intricacy of digital justice (Mahboub & Sadok, 2024).

Morocco makes a strong case for such research. Early in the 2010s, and especially between 2021 and 2024, the nation has made notable progress in implementing digital platforms inside the Ministry of Justice Aiming to increase procedural transparency, lower delays, and provide access to legal services, these comprise the Electronic Case Management System (ECMS), Online Dispute Resolution (ODR) tools, and the national e-justice portal Mahakim.ma. Recommendations by the OECD, the World Bank, and the Open Government Partnership (OECD, 2023; World Bank, 2023) together form part of a larger national strategy fit with international standards for good government.

Still, underlying the technical design of these changes are more fundamental organizational processes. Still unresolved are issues about how knowledge is distributed among different departments, how staff receives and interprets reforms, and how resistance is controlled at several tiers of the legal system. Furthermore major obstacles to adoption still are problems with digital literacy, data protection, and interagency coordination.

Focusing especially on the junction of e-government, organizational change, and information exchange, this paper addresses these problems by providing an in-depth case study of the Moroccan Ministry of Justice. By placing these issues within a civil law system and by illuminating how digital justice is being built, negotiated, and maintained in a bureaucratic environment under change, the study adds to the corpus of knowledge. By doing this, it seeks to offer policymakers, public managers, and foreign players involved in digital governance projects all throughout the Global South both theoretical insight and pragmatic advice.

4. Theoretical Implications

The results of this study make significant theoretical contributions to the body of knowledge on knowledge sharing, public sector transformation, and digital transformation. Examining Morocco's Ministry of Justice through the prism of three well-known frameworks—Lewin's Change Management Model, Kotter's 8-Step Change Model, and Institutional Theory—this study confirms the value of classic organizational theories while also pointing important areas where these models require contextual adaptation to effectively explain change in complex, layered bureaucracies, especially within Global South environments.

Lewin's Change Management Model (1947) is still a fundamental paradigm for comprehending the sequential phases of organizational change: unfreezing, transition, and refreezing. Regarding Morocco's Ministry of Justice, digitization projects including the implementation of Mahakim.ma and electronic case management systems gave specific instances of systematic "unfreezing"—a disturbance of established paper-based procedures and institutional routines. The slow introduction of new technologies, redefining of roles, and process reorganizing defined the transition era. At last, departments that had included digital technologies into regular operations and started normalizing alternative ways of operation showed early indications of "refreezing" (Gil-Garcia, 2020).

This study also emphasizes, meanwhile, the shortcomings of Lewin's paradigm in bureaucratic settings marked by strong institutional layers, inflexible hierarchies, and scattered power structures. The shift process stayed unfinished in some areas as old systems and paper-based processes coexisted with digital ones. This hybridization shows that in certain situations "refreezing" might not occur as a well defined endpoint. Rather, transformation turns into an iterative, non-linear process vulnerable to disruption, negotiation, and partial institutionalization (Heeks, 2018; Barodi et al., 2025). These results imply that although Lewin's approach catches the scaffolding of planned change, it could need reinterpretation in dynamic institutional settings where uncertainty and resistance are ingrained in organizational culture.

Particularly in the relevance of leadership, strategic vision, and communication, **Kotter's 8-Step Change Model (1996)** also finds empirical validity in this study. Strong top-level leadership supported by alignment with national digital strategies and international development alliances drove the Ministry's attempts at digital reform. Reflecting Kotter's early actions—establishing urgency, assembling a guiding coalition, and creating a strategic vision—the articulation of a clear digital strategy and the development of reform milestones helped to generate momentum and visibility (Choice & Chandler, 2015).

Still, the study also exposes areas of execution lacking front-line empowerment, middle management involvement, and long-term consolidation. Although the reform started top-down, many mid-level managers claimed little participation in decision-making or access to sufficient training—barriers directly affecting Kotter's subsequent phases, such as empowering staff members and embedding reforms in the organizational culture. Moreover, end users—both inside the court and among the public—were sometimes not consulted enough during early rollout phases, which resulted in inconsistent acceptance and usability problems. These observations show that although useful, Kotter's model could overstate the coherence and linearity of change in public institutions running under hierarchical, semi-decentralized systems (Mahboub & Sadok, 2024). It is justified to adapt Kotter's stages to reflect unequal power structures and the necessity of more participative implementation strategies.

The most flexible prism through which one may see the larger environmental and cultural aspects of reform is institutional theory. Based on Ministry efforts, changes acquired

momentum not only from internal leadership but also from outside legitimacy pressures—both normative and regulatory. Adopting digital platforms was specifically formulated in line with Law 09-08 on personal data protection, and with international norms for digital governance, as supported by multilateral partners such as the OECD and the World Bank (OECD, 2023; World Bank, 2023). These legislative anchors gave the Ministry a compliance system and a justification for modernization, therefore supporting Scott's (2014) belief that institutional change is motivated by normative and coercive constraints validating transformation.

Simultaneously, the study exposed hidden organizational logics and informal cultural norms that molded staff behavior in more subdued manner. Often connected not to clear regulatory hurdles but rather to institutional memory and strongly rooted administrative routines were resistance to new digital reporting systems, distrust of public responsibility, and reluctance in knowledge sharing. These results expand institutional theory by demonstrating that formal compliance can coexist with informal resistance and that legitimacy-seeking conduct may not always translate into complete adoption or internalizing of reform. The Moroccan scenario thus supports current requests to extend institutional theory by including hybrid logics and negotiated reform paths inside bureaucratic organizations undergoing digital transformation (Elhazziti et al., 2023; Barodi et al., 2025).

These results taken together show the importance of multi-theoretical triangulation in public sector research on digital transformation. From structural change to leadership conduct and institutional conformance, every model—Lewin, Kotter, and Institutional Theory—offers insightful analysis of many facets of reform. None, meanwhile, is enough on its own. Strategic vision, operational opposition, cultural standards, and regulatory legitimacy interact to show that digital transformation in public administration is both planned and emergent, technical and institutional as well. Theoretical models have to be fit for the sociopolitical reality of Global South governments, where historical legacies often shape, influence, and change transition is often uneven and outside directed.

This study not only validates these theories but also suggests a modified application of change management and institutional frameworks by placing them inside Morocco's judicial reform scene. Future studies should keep including theoretical lenses and improving them depending on empirical reality in settings of transitional government.

5. Analysis of Findings

Framed by the multi-theoretical perspective developed earlier, this part offers an in-depth study of empirical results obtained from Morocco's judicial system digital transformation. The study breaks digital reform into three interrelated analytical categories by anchoring the analysis in Lewin's model of organizational change, Kotter's strategic transformation process, and Institutional Theory: (1) the effectiveness of digital judicial tools and platforms, (2) the barriers inhibiting inter-organizational knowledge sharing, and (3) strategic responses required to foster institutional collaboration and systemic data governance. Especially in a bureaucratic environment marked by formal authority, administrative inertia, and legal rigidity, this triangulated method offers a complete awareness of both technical performance and organizational behavior.

5.1. Effectiveness of Digital Transformation in the Justice Sector

The Ministry of Justice in Morocco has demonstrated measurable progress in deploying e-government tools aimed at streamlining service delivery, enhancing transparency, and expanding access to justice. Through the deployment of Electronic Case Management Systems

(ECMS) and the expansion of platforms such as Mahakim.ma, digitalization has reshaped how courts operate and how citizens engage with the justice system.

5.1.1 Changes in Daily Judicial Practices

High-volume courts—most famously Casablanca's Court of First Instance—have seen considerable daily operations' efficiencies via the application of ECMS. While judges depend more on digital case files providing automated timelines, real-time case updates, and procedural traceability, clerks report a notable drop in the time spent accessing and handling physical files (Government of Morocco, 2021). These useful changes show the start of Lewin's "refreezing" phase, in which digital procedures start to become institutional standards. In other departments, however, the combination of manual and digital processes reveals a hybrid institutional culture whereby old practices endure even with technological improvements (Heeks, 2018).

5.1.2 Citizen-Centric Outcomes and Accessibility

Redining how Moroccan people interact with legal institutions, the Mahakim.ma platform provides means for virtual visits, online case tracking, and document submission. Particularly in outlying locations previously underserved by physical courts, public data shows a 37% rise in citizen satisfaction since the platform's introduction in 2022 (Open Government Partnership, 2023). Significantly, women, rural communities, and low-income consumers say they have easier access to justice, therefore highlighting the possibilities of digital justice instruments to advance social inclusion (Fes News, 2024). Still, in underprivileged areas the digital divide—especially in terms of device access and connectivity—remains a barrier.

5.1.3 Expanding Access Through Online Dispute Resolution (ODR)

Recent cooperation between the Ministry and the International Court of Mediation and Arbitration (ICOMA) resulted in the introduction in 2023 an Online Dispute Resolution (ODR) portal. In its first year, the service handled more than 1,200 conflicts with a median resolution time of 12 days, so supporting small and medium-sized businesses (SMEs) looking for quick resolution (Rharrabi, 2023; OECD, 2024). ODR systems give not only efficiency but also procedural flexibility—advantages not possible in more conventional legal routes.

Table 1. Comparison of Digital Tools in the Justice Sector

| Digital Tool | Function | Observed Benefits | Challenges |
|--------------|--------------------------------|---|---|
| ECMS | Case tracking, e-filing | Reduced delays, improved data access | Change resistance, training gaps |
| Mahakim.ma | Citizen-facing services | Increased accessibility, rural outreach | Digital inequality, bandwidth issues |
| ODR Platform | Online mediation & arbitration | Low-cost, fast dispute resolution | User awareness, uneven institutional adoption |

5.2. Persistent Challenges to Knowledge Sharing and Collaboration

Several institutional challenges still limit complete digital adoption and cross-institutional cooperation even with the current pace. These difficulties are profoundly cultural, legal, and infrastructure in character rather than only technical ones.

5.2.1 Bureaucratic Resistance and Institutional Inertia

Still a major problem in Morocco's court system is administrative inertia. While risk aversion and walled authority structures slow the adoption of new tools, hierarchical rigidity discourages

initiative and creativity from mid- and lower-level staff (Boutafert, 2024.). This opposition fits Kotter's sixth and seventh stages, which emphasize empowerment and short-term gains—phases still underused. For instance, some clerical offices print digital case files out of worries about procedural validity or audit trails, even if ECMS entirely enables digital-only operations (Open Government Partnership, 2023).

5.2.2 Legal and Regulatory Fragmentation

Regulatory uncertainty forms a key bottleneck. Law 09-08 on data protection presents the broad ideas of personal data use but does not include any practical means of safe inter-agency data sharing. Lack of defined procedures promotes mistrust and legal uncertainty among institutions, therefore causing data duplication and administrative delays (CNDP, 2023; Makkoudi et al., 2023). Institutional Theory holds that this phenomena represents the coexistence of formal legal mandates and informal operational rules, in which symbolic conformity replaces real reform (Scott, 2014).

5.2.3 Technological and Infrastructure Disparities

Still a structural barrier to fair digital access are infrastructure inequalities. Low internet connections, insufficient IT manpower, and antiquated technology (Lakir & Habboub, 2023) beset courts in rural or underfunded provinces. Consequently, residents in these places have restricted or delayed access to digital platforms, so aggravating already existent disparities in the justice system. This emphasizes how urgently digital rollout must be connected with efforts at capacity-building and more general infrastructural development.

5.3. Strategic Pathways for Sustainable Digital Collaboration

Overcoming these obstacles calls for a cross-sectoral, multidisciplinary approach combining policy, technology, and human resource transformation.

5.3.1 Structured Knowledge Exchange Platforms

Creating centralized, artificial intelligence-enhanced digital knowledge repositories might help to eliminate long-standing information silos. Intelligent classification systems should be included in these archives to simplify access to institutional best practices, policy revisions, and legal documents (Mahboub & Sadok, 2024). Morocco (OECD, 2023) can learn from Estonia's X-Road approach, which lets real-time data flow across departments without infringing privacy norms.

5.3.2 National Data Governance Frameworks

Morocco needs a clear, operationalized data governance system with guidelines for access tiers, metadata standards, and interoperability. Translating abstract protections into institution-specific procedures (CNDP, 2023) this framework should augment Law 09-08. Emphasizing the need of metadata registries and access traceability to encourage responsibility and defend citizen rights, the World Bank (2023)

5.3.3 Institutional Capacity Building and Incentive Structures

Digital change depends on educated, driven people capital. Across all judicial levels, national training initiatives should address cybersecurity, collaborative software, and change management as well as cybersecurity (govTech Singapore, 2023). Furthermore, encouraging innovation by means of performance-linked incentives, career progression, or recognition helps to change company culture toward transparency. The hiring of "Knowledge Champions"—

mid-level leaders trained to close operational gaps between departments—"could institutionalize knowledge flows and promote internal learning communities"—Open Government Partnership, 2023 says.

6. Discussion

The results of this research highlight the complex and context-dependent interaction among digital transformation, organizational behavior, and institutional capacity inside Morocco's Ministry of Justice. The study demonstrates a complex change incorporating legal institutions, cultural attitudes, and strategic leadership instead of seeing digitization as a just technical process. This paper presents a comprehensive knowledge of the internal and external dynamics influencing e-government reforms in the Global South by means of Lewin's Change Management Model, Kotter's 8-Step Change Model, and Institutional Theory.

From the standpoint of organizational transformation, the implementation of tools like Mahakim.ma and the Electronic Case Management System (ECMS) shows a departure from inflexible, paper-based processes toward integrated, digital-first solutions. Beginning with the "unfreezing" of antiquated systems, followed by the introduction of new digital practices, and ideally ending with their institutionalization in a "refreeze," Lewin's model helps frame this evolution as a stepwise change (Gil-Garcia, 2020). For Morocco specifically, the "Change" phase has been extensively turned on, shown by digitization of case tracking, court scheduling, and citizen-facing legal services. The "Refreezing" phase is still inconsistent, though. Full normalizing of digital activities is nevertheless hampered by ongoing bureaucratic lethargy, poor access to digital skills, and infrastructure inequalities (Boutafert, 2024). This implies that although change started at the procedural level, it is not yet fully ingrained in the institutional culture.

Kotter's approach emphasizes as main forces behind effective transformation the need of vision, leadership, and involvement of stakeholders. The Moroccan Ministry of Justice has clearly laid out a road map for digital modernization and has supported reform design by means of alliances with international organizations such the World Bank and OECD. The study exposes, however, shortcomings in inclusive communication and the empowerment of frontline employees. Many times, lower-level staff members lacked sufficient training or participation in platform testing, which resulted in limited or reluctant acceptance of tools such as ECMS. Here especially is Kotter's focus on empowering action and creating short-term results highly applicable. The lack of early, obvious accomplishments in some areas highlighted the need of reform procedures that give localised feedback loops top priority and slowed enthusiasm by underlining their absence. Open Government Partnership, 2023).

By highlighting how legislative limits, cultural standards, and legitimacy issues impact both the speed and direction of digital reform, institutional theory adds a key layer to this conversation. Adoption of Law 09-08 on personal data protection by Morocco is a good start toward matching with international e-governance standards. Still, the law's interpretation stays strictly conservative, therefore restricting chances for real-time knowledge sharing (CNDP, 2023) and inter-agency cooperation. Usually at the expense of creativity, institutional compliance is seen as an objective in and itself. This captures what Scott (2014) describes as the conflict between formal rationality and informal institutional logics—where following guidelines takes more significance than results.

The dual function of information sharing as both a driver and result of digital transformation is among the most important theoretical findings coming from this work. Joint training programs, artificial intelligence-powered document retrieval, and cloud-based repositories have brought fresh means of cooperation. These instruments, however, mark a change toward horizontal,

networked governance, where value is generated by co-production and shared understanding rather than only technology improvements. Deeper institutional support—especially in the form of revised legislative frameworks, cross-sector coordination bodies, and incentive systems rewarding inter-organizational openness—will thus determine the longevity of this transition (Mahboub & Sadok, 2024; Barodi et al., 2025).

Not less important is the realization of equity and inclusion as main concerns for assessing digital government. Rural residents, women, and people with little digital literacy still face disproportionate hurdles even while platforms like Mahakim.ma and ODR systems have opened access for tech-savvy metropolitan groups. The digital divide now spans skills, trust, and cultural familiarity with digital systems, not just infrastructure. This study supports the OECD's (2024) contention that targeted inclusion policies including mobile legal clinics, offline assistance options, and regional capacity-building initiatives must accompany digital transformation to guarantee that reforms do not aggravate already existing inequality.

The Moroccan experience also shows how insufficient technical innovation is on its own for significant reform. Success stories from Estonia's X-Road and Singapore's GovTech underline the need of legal harmonization, cross-sector collaborations, and continuous political commitment (OECD, 2023; GovTech Singapore, 2023). In both cases, adaptive institutions able of learning and development helped digital technologies flourish. Though admirable in spirit and scope, Morocco's digital justice reforms nevertheless function inside inflexible administrative cultures and fractured data governance systems, therefore restricting their potential. Therefore, the experience of the nation should be regarded as an ongoing institutional learning process marked by partial accomplishments and emerging challenges, not as a completed good.

At last, our study adds to the body of knowledge by underlining the fact that public sector digital transformation is not straight-forward nor strictly technological. Negotiating, adapting, and usually resisting, this complicated socio-institutional process occurs. It requires not only cutting-edge technology but also changed attitudes among technocrats, government officials, and legislators equally. In a transitional, legally formalistic, and resource-constrained setting, the Moroccan Ministry of Justice epitomizes the promise and difficulties of digital reform. Its path provides important new perspectives on how Global South institutions could negotiate the digital age's mix between compliance and innovation, hierarchy and cooperation, and efficiency and equity.

Although the case study hubs on the Moroccan Ministry of Justice, its conclusions align with prevailing trends in the broader field of digital transformation seen all over several Global South nations. The obstacles observed transcend the Moroccan case and reflect broader institutional patterns such as organizational reluctance to change, partial integration between digital systems, uneven institutional capacities, and discrepancies in technological infrastructure. Where digital governance initiatives have also been hindered by policy fragmentation and weak inter-institutional coordination, digital literacy, and resistance from ingrained bureaucratic cultures, similar dynamics have emerged consistently within public administration reform processes. In Tunisia (Ben Rehouma & Masmoudi, 2023), Kenya (Otieno et al., 2022), and Brazil (de Souza & Rocha, 2022). Therefore, the Moroccan experience provides a critical examination of the ways in which public institutions undergo, negotiate, or resist change in response to digital transformation imperatives under transitional or resource-limited governance environments. This indicates potential generalizability of the results across similar governance settings not just for Moroccan institutional leaders and policy makers but also for players in similarly located nations trying to apply or develop digital governance projects. Such an expansion of the analytical scope improves the external validity

of the research and supports the continuous global discussion on how digital revolution changes state operations in various institutional environments.

7. Implications for Policy and Practice

Policymakers, public managers, and reformers dedicated to furthering Morocco's digital governance agenda will find great ramifications from the results of this research. Although the Ministry of Justice has made remarkable progress in digitizing court services, the more general institutional setting calls for a more comprehensive, inclusive, and integrated reform approach. Digital transformation has to be seen as a multi-sectoral process needing coordination, legislative clarity, cultural adaption, and infrastructural development rather than only as a technical improvement. The main suggestions in this part help Morocco's digital justice projects to be institutionalized and scaled-back.

7.1. Formalize a National E-Governance Framework Anchored in Law and Coordination

Morocco has to put its digital transformation initiatives under a structured, national e-governance architecture if it is to go from scattered innovation to systemic reform. Although sites like Mahakim.ma and ECMS have shown localized effectiveness, their more general replication is constrained by the lack of legal uniformity and inter-ministerial coherence. Reform would be guided by a nationally approved policy covering digital justice goals, governance structures, funding sources, and roles for every stakeholder (OECD, 2023; World Bank, 2023). Legal bindingness of this framework should be enforced by both national legislation and ministerial mandates, so ensuring that projects are not dependent just on political cycles or personal leadership impetus.

Furthermore, creating an inter-ministerial steering council with members from justice, digital transformation, interior, finance, and civil society helps to guarantee horizontal cooperation. Under budgetary sustainability, social equality objectives, and national data policies, this body would supervise digital justice alignment. Lack of such governance systems runs the danger of compartmentalized development, duplicated efforts, and less citizen trust.

7.2. Institutionalize Training and Capacity Building

The institutionalization of capacity building is among Morocco's most urgent needs on its path of digital transformation. Training has to be incorporated into professional development paths for all players in the justice system—judges, clerks, legal assistants, IT personnel, and administrative managers—that go beyond temporary seminars. This include ongoing digital literacy initiatives, cybersecurity and data ethics training, and practical experience with recently launched platforms and tools (Mahboub & Sadok, 2024).

Equally important is cross-sectoral co-learning. Co-developed with organizations such as the Ministry of Digital Transition or National School of Administration, inter-ministerial training courses can help administrative and legal entities to build mutual understanding. GovTech Singapore (2023) shows how such cooperative initiatives improve knowledge transfer, lower implementation resistance, and enable comprehensive change by means of which they boost

7.3. Harmonize Data Governance with Operational Clarity

Without strong and harmonic data governance, effective digital transformation cannot exist. Law 09-08 on personal data protection sets basic legal limits; its lack of operational clarity on

inter-agency data sharing compromises cooperation. Often reading the legislation conservatively, ministries, courts, and auxiliary organizations choose isolation over integration (CNDP, 2023).

Morocco should create a National Data Governance Policy with metadata standards, access policies, classification tiers, and interoperable frameworks across sectors to overcome this difficulty (Open Government Partnership, 2023). This policy has to clearly state under which data exchange is safe, required, and acceptable.

One suggested National Data Governance Authority (NDGA) should oversee application. Acting as a regulatory-technical middleman, the NDGA would check compliance, counsel on privacy-enhancing technology, and balance ethical, legal, operational, and technical goals.

7.4. Invest in Bridging the Digital Divide

One of the most serious challenges to fair access in Morocco's justice system still is the digital gap. Advanced platforms and stable connectivity help metropolitan areas; rural and peri-urban inhabitants nevertheless suffer with infrastructure, affordability, and digital skills (OECD, 2024; Fes News, 2024).

Dealing with this calls for a multimodal approach. First, especially in areas with low internet penetration, the state has to expand broadband infrastructure. Using local knowledge, public-private alliances with telecom companies can speed up this deployment. Second, the government should offer offline lawful access locations via community centers or mobile units and subsidize mobile device access. Third, focused digital literacy initiatives—especially for women, the elderly, and linguistic minorities—particularly help to guarantee that changes serve all people, not only the technologically privileged.

Stasis results from implementing a digital M&E and feedback system transformation without monitoring and assessment. The Ministry of Justice ought to create a thorough M&E system catered to digital governance to guarantee responsibility and flexibility. Indicators for user happiness, access equity, platform uptime, inter-agency cooperation, and procedural transparency—that is, performance measures—should all show Barodi et al., 2025.

Feedback systems include innovation laboratories, pilot project reviews, and quarterly citizen satisfaction polls assist monitor development and point up areas needing course adjustments. These feedback loops also support an iterative learning culture, which helps the Ministry to react actively to new issues instead of only to mistakes.

7.5. Enhance International and Regional Cooperation

A key route for institutional learning is still global peer exchange. Through benchmarking activities, research partnerships, and technical support (OECD, 2023; X-Road Global, 2024), Morocco's Ministry of Justice should increase its interaction with international partners—including the OECD, World Bank, X-Road Global, and GovTech Singapore.

Likewise crucial is South-South collaboration. Lessons from digital justice initiatives in Brazil, Kenya, and Rwanda—where resource limits reflect Morocco's difficulties—offer culturally appropriate ideas for reform. While avoiding the over-reliance on Eurocentric models, regular involvement in regional summits, continental platforms like the digital agenda of the African Union, and localized knowledge sharing can produce long-term strategic advantages.

These suggestions, which fit the judicial sector, are relevant everywhere in the Moroccan public administration. Deepening digital transformation calls for addressing as linked pillars rather than as separate components cross-cutting enablers including data governance, capacity

building, legislative change, and equity. In Morocco, e-government's future relies not just on platforms and regulations but also on the coherence, coordination, and inclusion of their use.

Morocco is positioned to lead in creating resilient, citizen-centered, and future-ready public administration by institutionalizing knowledge exchange, aligning regulatory frameworks, and integrating equity at the center of digital strategy.

8. Limitations and Future Research

Although this study offers important new perspectives on the junction of digital transformation, information sharing, and institutional behavior inside Morocco's Ministry of Justice, numerous constraints deserve recognition to define the extent and limits of its contributions.

First, concentrating just on the Ministry of Justice, the analysis is based on a single-case study approach. This method essentially limits generalizability even if it allows theoretical application and extensive contextual analysis. Digital maturity, organizational complexity, and political visibility define public institutions in Morocco somewhat differently. Results from the judicial sector, marked by legal formalism and hierarchical rigidity, might not entirely apply to other spheres as health, education, or municipal government (Heeks, 2018).

Second, the study mostly depended on secondary data sources including strategic plans, government publications, and assessments from international organizations as well as documentary analysis. These resources offer disciplined, authoritative ideas, but they could also represent official narratives and exclude everyday resistance, or "from below" innovation. Lack of main data sources like court, clerk, or IT coordinator interviews limits the depth and complexity of the study (Choice & Chandler, 2015).

Third, the study catches a glimpse of Morocco's digital justice evolution between 2021 and 2024. Static studies run the danger of missing developing patterns, institutional learning curves, or long-term effects since digital governance is naturally evolutionary. By use of a longitudinal strategy, researchers could evaluate how changes are maintained, modified, or undone across time (Gil-Garcia, 2020).

Ultimately, although this study makes reference to international standards, it does not methodically compare comparable nations in the MENA region or other Global South settings. Comparative research could discover best-fit models for interoperability, public involvement, and regulatory innovation (OECD, 2024; World Bank, 2023) so augmenting theoretical knowledge. This paper not only adds to the mounting body of research on e-government in the Global South but also presents interesting directions for next scholarly investigation. Building on the above mentioned constraints and the changing character of digital transformation in the public sector, numerous research directions show themselves.

The analysis draws predominantly on existing literature and documented institutional records, although its analytical perspective provides a very reflective inquiry extending outside the boundaries of the Moroccan setting. The outcomes demonstrate those seen in many nations in the Global South, where efforts that we see at digital governance sometimes encounter analogous organizational and systemic barriers. Like, legacy systems and opposition to inter-agency interaction have impeded Tunisia's efforts to modernize administrative functions through digital means (Ben Rehouma & Masmoudi, 2023). Digitalization has illuminated problems between innovation needs and organizational inertia (Otieno et al., 2022; de Souza & Rocha, 2022) in Brazil and Kenya. By contextualizing Morocco's experience within the broader landscape of digital governance, the study increases its external relevance and helps a lot to provide a sophisticated grasp of the evolutionary nature of digital transformation in governance systems under specific conditions defined by limited institutional capacity,

regulatory fragmentation, and changing governance standards. The recurrence of these challenges across cases accentuates the relevance of designing reforms that are responsive to local administrative and cultural realities to specific institutional and cultural contexts for engineering and delivering digital modernization policies in the public sector in like environments and support the potential for extrapolating the findings beyond the immediate case.

8.1. Integrating Lived Experiences through Ethnographic and Participatory Methods

Ethnographic methods, in-depth interviews, or participatory action research should all be used in future studies to help to depict the lived experiences of citizens interacting with digital platforms and front-line workers. Real-world interactions between clerks, judges, IT workers, and citizens with digital technologies expose micro-level impediments, unofficial workarounds, and the emotional components of institutional transformation. This method would also let academics investigate how different administrative cultures have domesticated—adapted, resisted, or reimagined—digital instruments.

8.2. Longitudinal Monitoring of Digital Justice Implementation

Long-term, empirical surveillance of Morocco's digital justice path is much needed. Change process maps and performance dashboards tracking reforms over time would allow researchers to measure not only deployment data but also sociocultural integration, legal adaptation, and public confidence progression. This would give legislators dynamic feedback loops and assist to avoid stasis or undo of digital initiatives.

8.3. AI, Automation, and Judicial Ethics

New solutions include artificial intelligence-assisted document management, predictive analytics, and automated rulings are becoming popular worldwide as digital transformation speeds forward. Future studies might look at how artificial intelligence interacts with procedural fairness, court discretion, and openness in civil law systems like Morocco's. How might algorithms interact with legal culture? Which protections will guarantee that justice is not only faster but also more fair?

8.4. Digital Legal Education and Workforce Development

Digital transformation calls for a legally competent workforce. Future research could look at how digital governance, data literacy, and ethical artificial intelligence might be included into legal training program curricula and court academies. Researchers can look at whether present pedagogical models sufficiently equip public officials for digital ecosystems and how reform of education helps or hinders transition.

8.5. Interdisciplinary Knowledge Sharing Ecosystems

Another path is designing and evaluating institutional knowledge systems including internal wikis, cloud-based repositories, and real-time data exchanges. Research may evaluate how such technologies are used, updated, and controlled across ministries—and what incentives or leadership structures are most effective in encouraging their use? Comparative studies of models like Singapore's GovTech or Estonia's X-Road could help Morocco get scalable, context-sensitive lessons.

8.6. Equity-Driven Digital Policy Frameworks

At last, future studies should closely investigate digital inclusion as a strategic axis of reform rather than as a side issue. This covers evaluating how digital platforms affect disadvantaged groups—particularly women, linguistic minorities, handicapped people, and rural residents—as well as whether current policies really empower them. Scholars might assess the effectiveness of localized policy adjustments meant to close the digital divide, offline-to-online legal transfers, or community-driven digital literacy efforts.

9. Conclusions and Recommendations

Using an integrated theoretical framework incorporating Lewin's Change Management Model, Kotter's 8-Step Change Model, and institutional theory, this paper has critically investigated the dynamics of digital transformation and knowledge exchange inside Morocco's Ministry of Justice. The results validate significant advancement in Morocco's digital governance path, most especially with the implementation of judicial systems that have enhanced procedural transparency, operational efficiency, and access to justice, thereby improving operational performance. These developments show a restructuring of institutional procedures and citizen-state interaction as much as a technology change.

The road toward complete digital maturity is still difficult, though. Reform results are nonetheless limited by ingrained administrative habits, legislative issues, technological deployment, and uneven infrastructure notwithstanding technological development. Some departments still use old practices; regulatory uncertainty about data-sharing causes coordination problems; regional differences prevent equal access to services. These difficulties show that without matching cultural, legal, and organizational changes, digital instruments by themselves are inadequate.

This study responds by pointing up three basic approaches to forward Morocco's digital justice agenda. First, assisted by automated categorization and cooperative tools, the evolution of intelligent knowledge-sharing systems can help to preserve institutional memory and enable real-time inter-agency communication. Second, legal clarity, security, and interoperability across public agencies depend on a strong national framework for data governance. Third, initiatives for constant capacity building—including performance-based incentives, digital literacy programs, and inter-ministerial training—can assist create a nimble, innovative public sector.

Morocco should keep doing global benchmarking and peer learning to hasten reform by basing contextually relevant lessons from digital pioneers. Countries like Estonia and Singapore have shown how public confidence, purposeful cooperation, and well-defined laws may produce scalable, safe, user-centered digital ecosystems. Similar progress in Morocco will depend on matching institutional adaptation with legal innovation and infrastructure development.

Most importantly, this study emphasizes how digital transformation is not only a technical improvement. Governance is being conceptualized, institutions run, and people engage in public life in a very different way. More than just automation is needed for modernizing justice systems; they also need for regulatory consistency, cross-sectoral cooperation, and inclusive policy design reflecting the several realities of individuals it serves.

From a scholarly standpoint, the study adds to the continuing discussions on public sector reform in developing countries by proving the analytical worth of triangulating organizational transformation models with institutional theory. Through placing Morocco's experience within this conceptual terrain, the study provides a reproducible framework for assessing digital changes in similarly organized governments all throughout the Global South.

Practically, it provides a road map for reformers and legislators trying to operationalize digital governance in environments molded by institutional inertia, legal formalism, and capacity limits. The situation of the Moroccan Ministry of Justice shows the promise and paradox of digital transformation—where innovation coexists with opposition and development depends as much on people and policy as on platforms and code.

The government's capacity to build a governance culture that upholds interoperability, openness, and equity will ultimately determine whether or not digital justice reform in Morocco succeeds. If sustained, this change has the potential not only to modernize justice delivery but also to spur a more general movement toward responsible, resilient, and citizen-centered public administration

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Appendices

Table 2. List of Key Documents Analysed

| Document Title | Institution | Year | Brief Description |
|--|-------------------------------|------|--|
| Plan de transformation digitale du Ministère de la Justice 2023–2026 | Ministry of Justice (Morocco) | 2023 | Outlines Morocco's justice digitalization roadmap. |
| Stratégie nationale de transformation numérique 2021–2025 | Government of Morocco | 2021 | National digital transformation strategy. |
| Rapport annuel sur la digitalisation des services publics | CNDP | 2023 | Review of public digital services and data governance. |
| Morocco Digital Government Review | OECD | 2023 | Benchmark analysis of Morocco's e-governance maturity. |
| Morocco Action Plan 2024–2027 | Open Government Partnership | 2024 | Defines citizen engagement and transparency reforms. |
| Online Dispute Resolution in Morocco: An Emerging Practice | ICOMA | 2023 | Assessment of new ODR mechanisms in Moroccan courts. |
| Judicial Performance Enhancement Project – Completion Report | World Bank | 2017 | Reviews judicial modernization progress and outcomes. |

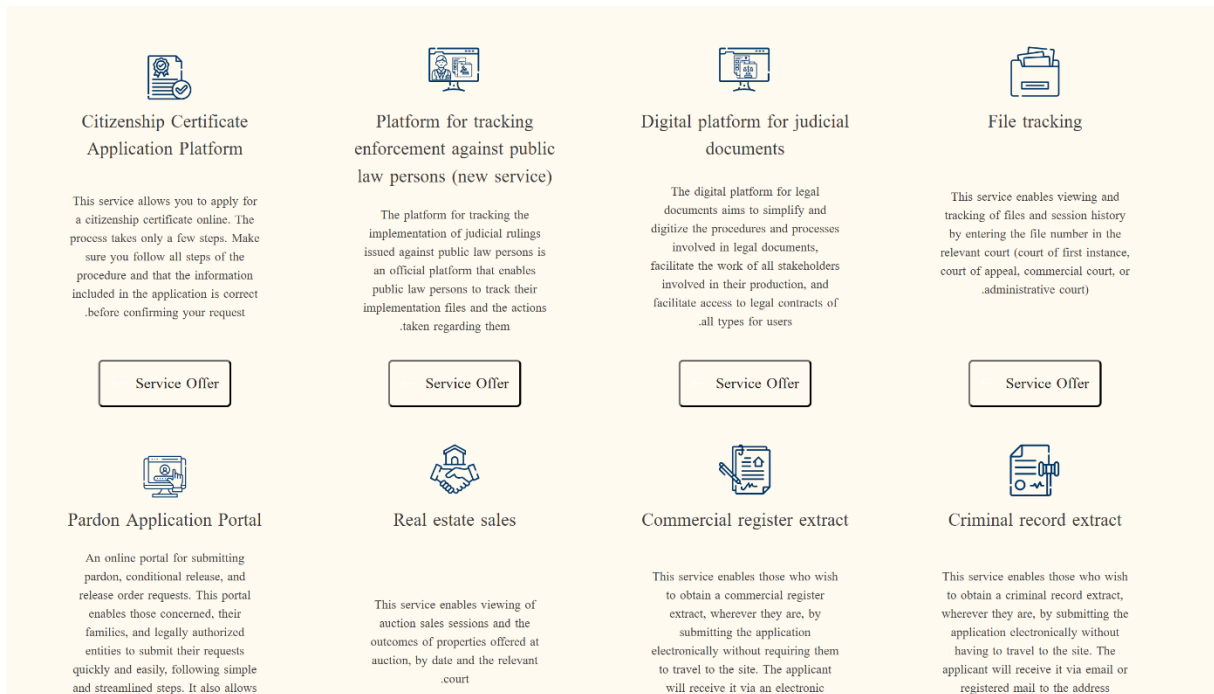
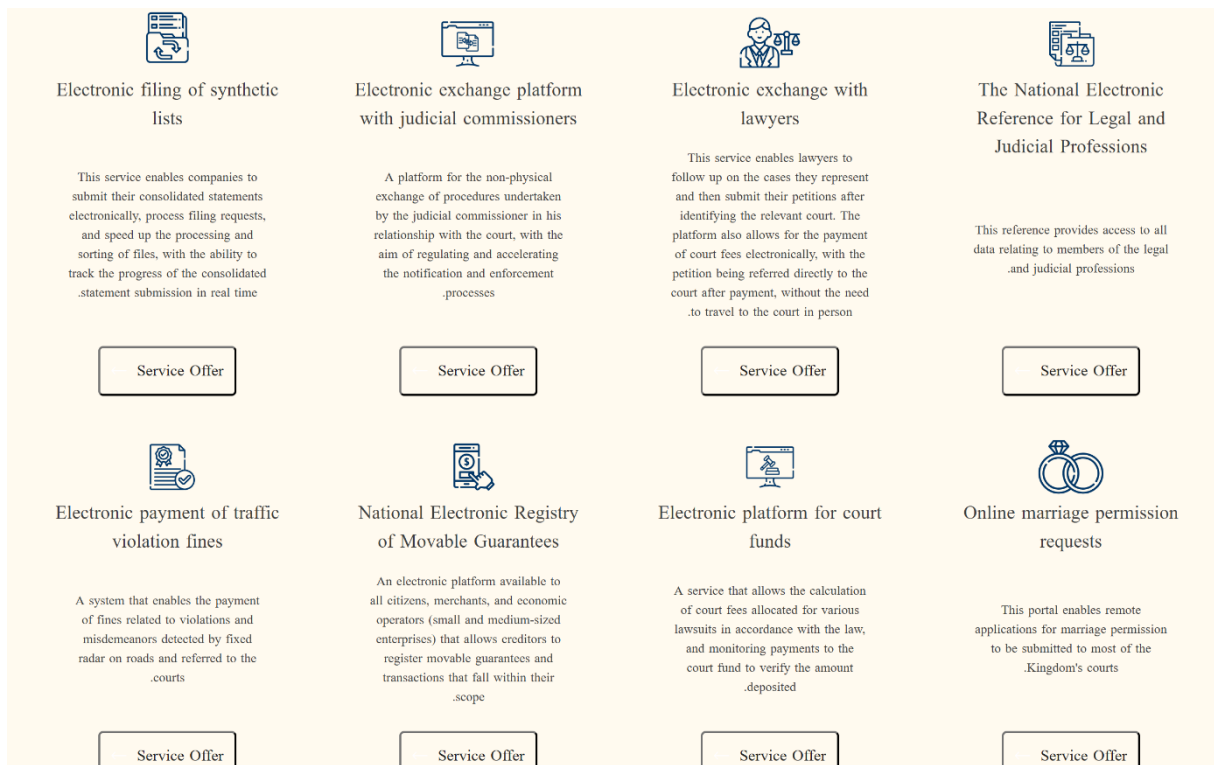


Figure 1. Electronic Case Management System (ECMS) Dashboard



Note. The ECMS dashboard provides court clerks and legal staff with tools for case scheduling, document uploads, and digital file management. Source: Mahakim.com