

**ORGANIZATIONAL CHANGE IN THE AGE OF DIGITAL
GOVERNANCE: EXPLORING THE IMPACT OF E-GOVERNMENT
INITIATIVES**

**CHANGEMENT ORGANISATIONNEL À L'ÈRE DE LA
GOUVERNANCE NUMÉRIQUE : EXPLORER L'IMPACT DES
INITIATIVES D'E-GOUVERNEMENT**

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ABSTRACT

The rapid rise of e-government has fundamentally transformed the way public sector organizations operate, offering new opportunities for enhanced efficiency, transparency, and citizen-centric service delivery. This article delves into the dynamics of e-government implementation within the Ministry of Justice, framing the discussion within organizational change theories. The study critically examines how digital transformation impacts traditional public administration structures, focusing on the Ministry of Justice as a case study to explore these effects in a high-stakes, bureaucratic environment.

The article analyzes structural reforms, cultural shifts, and strategic challenges, drawing from empirical observations and theoretical frameworks. Key areas of focus include the reengineering of judicial processes, the integration of digital case management systems, and the implementation of online services to improve accessibility and reduce

administrative burdens. Furthermore, the study highlights the organizational resistance faced by such initiatives, driven by entrenched hierarchies, resource constraints, and a lack of technological readiness.

While significant strides have been made, particularly in streamlining operations and enhancing public access to judicial services, the findings reveal persistent challenges. These include overcoming bureaucratic inertia, addressing data privacy concerns, and managing the tension between efficiency and fairness in digital justice systems. The article concludes by offering actionable recommendations for policymakers and public managers, emphasizing the need for inclusive change management strategies, robust legal frameworks, and sustained investment in digital infrastructure. This research contributes to the broader discourse on digital governance, offering valuable insights for advancing e-government in complex public sector contexts.

Keywords: *E-Government; Organizational Change; Digital Transformation; Ministry of Justice; Digital Governance.*

RÉSUMÉ

La montée rapide de l'e-gouvernement a profondément transformé le fonctionnement des organisations du secteur public, offrant de nouvelles opportunités en termes d'efficacité, de transparence et de services axés sur les citoyens. Cet article explore les dynamiques de mise en œuvre de l'e-gouvernement au sein du ministère de la Justice, en cadrant la discussion dans le contexte des théories du changement organisationnel. L'étude examine de manière critique l'impact de la transformation numérique sur les structures administratives traditionnelles, en mettant en lumière le ministère de la Justice comme étude de cas pour analyser ces effets dans un environnement bureaucratique sensible.

L'analyse porte sur les réformes structurelles, les changements culturels et les défis stratégiques, en s'appuyant sur des observations empiriques et des cadres théoriques. Les principaux domaines d'intérêt incluent la réorganisation des processus judiciaires, l'intégration de systèmes numériques de gestion des dossiers et la mise en place de services en ligne pour améliorer l'accessibilité et réduire les charges administratives. Par ailleurs, l'étude met en évidence la résistance organisationnelle à ces initiatives, motivée par des hiérarchies profondément ancrées, des contraintes de ressources et un manque de préparation technologique.

Malgré des progrès significatifs, notamment dans la rationalisation des opérations et l'amélioration de l'accès du public aux services judiciaires, les résultats révèlent des défis persistants. Ceux-ci incluent le dépassement de l'inertie bureaucratique, la gestion des préoccupations liées à la confidentialité des données et la recherche d'un équilibre entre efficacité et équité dans les systèmes de justice numérique. L'article conclut par des recommandations concrètes à l'intention des décideurs politiques et des gestionnaires publics, en insistant sur la nécessité de stratégies inclusives de gestion du changement, de cadres juridiques solides et d'investissements soutenus dans les infrastructures numériques. Cette recherche contribue au débat plus large sur la gouvernance numérique, en fournissant des perspectives précieuses pour faire avancer l'e-gouvernement dans des contextes complexes du secteur public.

Mots-clés : *E-gouvernement; Changement organisationnel; Transformation numérique; Ministère de la Justice; Gouvernance numérique.*

1. INTRODUCTION

Unprecedented change brought about by the digital age forces public institutions to rethink their processes, structures, and service delivery systems. Of them, the justice system is among the most important yet difficult ones to modernize.

Including e-government projects inside the Ministry of Justice marks not only a technical improvement but also a significant organizational transition needing adaptive change procedures (Alhassan et al., 2021). The inherent complexity and reluctance to change of the justice system provide special difficulties as governments all around try to satisfy the rising needs for efficiency, accessibility, and openness. Fundamentally, e-government is

about using technology to improve interactions between governments and their people. It guarantees simplified services, lessening of administrative delays, and more citizen involvement.

However, its implementation in justice systems is particularly complex, requiring a recalibration of norms and structures that have historically been resistant to rapid change (Cordella & Paletti, 2021). Fundamentally, e-government is about using technology to improve interactions between governments and their people. It guarantees simplified services, lessening of administrative delays, and more citizen involvement. However, its implementation in justice systems is particularly complex, requiring a recalibration of norms and structures that have historically been resistant to rapid change (Cordella & Paletti, 2021). Using e-government inside the Ministry of Justice questions the fundamental core of how justice is administered and organized, not alone enhances service delivery. Often anchored in legacy and marked by procedural conservatism, the court must balance its basic values with the flux and energy of digital innovation.

The Ministry of Justice is guardian of social order, equity, and the rule of law, not only another public entity. Its procedures are naturally conservative, meant to give justice over speed first priority. Still, this extreme caution might conflict with the quick, iterative character of digital transformation.

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Numerous studies have shown that digital reforms in justice sectors require tailored strategies that preserve legal safeguards while enabling innovation (Velicogna, 2020). One wonders how thorough justice procedures may coexist with technologically driven efficiency. In a field where public trust and confidentiality rule, what organizational changes are needed to use e-government?

These conflicts draw attention to a fundamental dilemma: how can the Ministry of Justice embrace e-government as a vehicle for modernization while protecting its basic ideals of equity, impartiality, and procedural integrity? This subject emphasizes how theory and practice interact since technological innovation has to be seen through the prism of organizational change theories to fully affect public organizations such as the Ministry of Justice.

Theoretically, theories of organizational transformation offer important structures for examining how organizations respond to fresh problems and surroundings. Lewin's Change Management Model, for instance, stresses the need of unfreezing current behaviors before introducing and steadying new ones. Analogous pressures on organizations to satisfy external expectations while preserving internal legitimacy are emphasized by institutional theory. These models are particularly relevant in analyzing digital shifts within justice sectors where legitimacy and continuity are paramount (Wirtz et al., 2022).

Practically, the Ministry of Justice provides a great case study to show how these ideas may be applied in the real world. It offers understanding of the structural changes (e.g., digital case management systems), cultural changes (e.g., encouraging digital literacy among employees), and strategic problems (e.g., balancing transparency with confidentiality) that develop during digital transformation. Other countries have explored similar transformations, offering comparative frameworks for understanding these dynamics (UNODC, 2021).

This work aims to close the knowledge gap between theory and actual practice. Emphasizing structural and cultural aspects, it aims to:

1. examine how e-government projects create organizational transformation in the Ministry of Justice.
2. In a highly regulated and traditional industry, list the possibilities and difficulties connected to digital transformation.
3. Provide doable suggestions that match the particular needs of the justice system with technology developments.

This study seeks to add to the increasing conversation on digital governance by placing the Ministry of Justice inside a larger e-government and organizational transformation framework. It emphasizes the vital requirement of public institutions changing to not only benefit from technology but also honor the values and ideas supporting their legitimacy. With this method, the research hopes to give scholars, practitioners, and legislators equally important information.

2. CONCEPTUAL AND THEORETICAL FRAMEWORK

2.1. CHOICE OF METHODOLOGY

This study uses a qualitative approach—more especially, a single case study approach—to investigate the effects of e-government projects within the Moroccan Ministry of Justice. Particularly in situations where technology innovation interacts with institutional traditions and legislative restrictions, this method is suitable since it enables a thorough analysis of difficult organizational events (Yin, 2022).

Examining dynamic and context-specific changes like digitalization in justice systems, where strict bureaucratic processes and sensitive data management provide unique analytical obstacles, qualitative case studies are especially successful (Bowen, 2021).

Moreover, qualitative research helps the researcher to portray the points of view of important players such as legislators, public servants, and attorneys, so enhancing the knowledge of the sociocultural and structural elements affecting the results of digital governance (Myers, 2020).

By means of Lewin's model, institutional theory, and contingency theory, this methodological orientation fits the aim of the study to link theoretical frameworks with practical implementations thereby enabling an integrated analysis of organizational transformation.

2.2. CONCEPTUAL CLARIFICATIONS

2.2.1. E-GOVERNMENT:

The idea of e-government covers several angles, including the encouragement of electronic democratic processes and the digitalization of governmental services. Two main aspects define e-government, according to a paper in *Defining e-Government*: the digitalization of public services and the adoption of electronic democratic processes.

"The use of information and communication technologies (ICT), and particularly the Internet, as a tool to achieve better government," the Organization for Economic Co-operation and Development (OECD) defines e-government as.

This definition underscores the role of ICTs in enhancing governmental functions and service delivery (OECD, 2020).

E-government projects cover several interactions:

- Government to Citizen (G2C): Encouragement of direct communication and service delivery between government agencies and personal citizens.

- Government to Business (G2B): Simplifying interactions between government agencies and the corporate community including procurement procedures and regulatory compliance.
- Government to Government (G2G): Improving information sharing and cooperation between several tiers of government.
- Government to Employees (G2E): To increase employee involvement and efficiency by means of better internal procedures and communication inside government entities

E-government projects mostly aim to:

- Improving efficiency by automating regular chores and procedures helps to lower operating expenses and administrative load.
- Enhancing Service Delivery: By use of digital platforms, giving businesses and individuals simpler access to government services, hence raising customer satisfaction.
- Encouraging openness and responsibility by means of more public transparent government activities helps to increase confidence and lower corruption.
- Promoting citizen participation: Creating venues where people might participate in the policy-making process thereby enhancing democratic government.

Notwithstanding its possible advantages, e-government presents various difficulties in terms of implementation:

- Digital Divide: Different access to technology can keep some groups out of benefiting from e-government services.
- Data Security and Privacy Concerns: Protecting sensitive information from cyber threats is a critical concern in digital governance (Wirtz et al., 2022).
- Resistance to Change: Institutional inertia and reluctance among public servants and citizens can hinder the adoption of new technologies.
- Resource Constraints: Limited financial and human resources can impede the development and maintenance of e-government initiatives (Velicogna & Scapagnini, 2020).

Dealing with these problems calls for all-encompassing plans including policy changes, capacity building, and growth of the technology infrastructure.

Within the Ministry of Justice, e-government projects are quite important for modernizing court procedures. This covers the digitalization of court documents, application of online case management systems, and public legal information delivery via digital media..

Such steps can improve the transparency and efficiency of the legal system, thereby increasing citizen accessibility (Cordella & Paletti, 2021).

Nonetheless, special difficulties arise from the delicate character of court information and the necessity to respect justice and objectivity. Important issues in the use of e-government inside the Ministry of Justice (UNODC, 2021) are data security, preserving the integrity of legal procedures, and handling the cultural change inside the court.

2.3. ORGANIZATIONAL CHANGE THEORIES

Organizational change is at the heart of every successful e-government initiative. For public institutions—particularly those as tradition-bound as justice ministries—adopting e-government is not merely a technical endeavor.

It represents a profound transformation that reshapes organizational structures, workflows, and cultural norms, requiring institutions to respond adaptively to both internal dynamics and external pressures (Wirtz, Weyerer, & Geyer, 2022).

Understanding this transformation necessitates grounding the discussion in robust theoretical frameworks that explain how organizations evolve in response to change.

2.3.1. LEWIN'S CHANGE MANAGEMENT MODEL

One of the most influential models in organizational change theory is Kurt Lewin's three-step process: unfreezing, changing, and refreezing. Despite its simplicity, this model captures the essence of how organizations transition from old systems to new realities.

- **Unfreezing:** Before change can occur, organizations must first confront and challenge entrenched practices. For justice ministries, this might involve questioning bureaucratic habits such as paper-based documentation or rigid hierarchical procedures. Unfreezing is often the most difficult phase, requiring leadership to manage psychological resistance among staff—many of whom may fear digital systems will displace them or threaten long-held routines (Kotter, 2021).
- **Changing:** Once the status quo is destabilized, the organization can begin introducing new technologies and practices. This includes digitizing court records, launching citizen-facing portals, and deploying intelligent systems for case management.
- **Change during this stage** is dynamic and often iterative, demanding ongoing training, feedback loops, and leadership support to help staff adjust to unfamiliar processes (Wirtz et al., 2022).
- **Refreezing:** The final stage embeds the new processes into the organizational norm. For justice ministries, this might involve institutionalizing digital workflows into official protocols. Without this consolidation, there's a risk of reverting to outdated practices. Lewin's model reminds us that change is not solely about technology adoption—it's about preparing individuals and institutions to embrace and sustain that change (Myers, 2020).

2.3.2. INSTITUTIONAL THEORY:

Institutional theory helps us to understand how companies protect internal legitimacy while reacting to outside expectations. Within the context of e-government, justice ministries have to negotiate a world molded by public demand, international norms, and legal responsibility.

- **External Pressures:** Citizens increasingly expect efficient, transparent services, while international best practices and digital benchmarks place added pressure on public institutions to modernize. This external environment often compels justice ministries to digitalize as a way to remain aligned with global governance trends and donor expectations (Cordella & Paletti, 2021).
- **Internal Legitimacy:** As they modernize, justice institutions must ensure changes do not undermine their foundational mission: upholding fairness, impartiality, and confidentiality. For example, implementing online dispute resolution must preserve legal protections such as access to fair trials and equality before the law (UNODC, 2021). Institutional theory helps explain the delicate balance between adaptation and tradition. Success depends on aligning modernization with the ministry's core values, thereby fostering trust both internally and externally.

2.3.3. CONTINGENCY THEORY

According to contingency theory, no uniform plan fits every company; successful change depends on contextual factors. For justice departments, whose settings differ in terms of legal systems, resources, and digital readiness, this is especially important.

Adaptation to Environmental Demands: Factors such as infrastructure, employee skills, public attitudes, and legal frameworks determine how justice ministries should approach e-government.

This perspective emphasizes that digital reform must be customized to fit each ministry's unique ecosystem (Alhassan, Sammon, & Daly, 2021).

Flexibility and Leadership: Leaders are instrumental in diagnosing internal barriers and adapting transformation strategies accordingly. Where digital literacy is low, the priority may be staff training; where resistance is high, open dialogue and stakeholder engagement become essential.

Contingency theory underscores that transformation is not about replicating a model, but about tailoring it to fit the institutional reality (Wirtz et al., 2022).

3. THE RELEVANCE OF THESE THEORIES TO JUSTICE MINISTRIES

Justice ministries are among the most resistant to change due to their reliance on procedural stability, hierarchical decision-making, and a culture deeply rooted in tradition.

As such, digital transformation efforts within these institutions often face internal inertia and external scrutiny, making the integration of e-government particularly complex (Wirtz et al., 2022).

Applying organizational change theories offers a structured roadmap to navigate these complexities:

From Lewin's Model: Justice ministries must first unfreeze entrenched practices, such as their dependence on paper-based procedures, before they can effectively implement digital workflows.

Leadership is essential during this phase to manage resistance, foster engagement, and sustain momentum through the changing and refreezing stages of transformation (Kotter, 2021).

From Institutional Theory: Ministries are challenged to reconcile increasing public demands for transparency and efficiency with their core mission to deliver impartial and confidential justice.

This necessitates a careful balancing act between institutional legitimacy and innovation, ensuring that reforms are both externally credible and internally accepted (Cordella & Paletti, 2021).

From Contingency Theory: Change strategies must be tailored to the specific realities of each ministry—whether related to technological infrastructure, employee readiness, legal constraints, or sociocultural context.

There is no one-size-fits-all approach: adaptability, flexibility, and context-awareness are key to sustaining digital transformation (Alhassan et al., 2021).

Together, these theories provide a comprehensive and multidimensional framework for understanding how justice ministries can effectively adopt e-government initiatives.

By aligning technological innovation with institutional culture, leadership dynamics, and environmental constraints, ministries can enhance the sustainability and legitimacy of their digital reforms.

This theoretical lens emphasizes the importance of approaching digital governance not only as a technical shift but as an organizational transformation shaped by human behavior, institutional values, and systemic conditions.

4. THE MINISTRY OF JUSTICE AS A CASE STUDY

4.1. CONTEXT AND JUSTIFICATION FOR CASE SELECTION

The selection of the Moroccan Ministry of Justice as a case study is grounded in its strategic importance and the complexities it faces as a public institution undergoing digital transformation. Justice ministries are typically characterized by procedural rigidity, hierarchical structures, and high sensitivity to legal integrity and public trust.

These attributes make them particularly resistant to rapid technological change (Velicogna, 2020). In the Moroccan context, the Ministry has launched notable digital initiatives, such as e-filing systems, digital case tracking, and AI-assisted legal tools, all within a sector that demands strict adherence to transparency and equity (UNODC, 2021). Its proactive stance within the national Digital Morocco strategy positions it as a pioneering example of institutional digital reform in a region marked by administrative complexity and legal conservatism (Alhassan et al., 2021).

4.2. CURRENT LANDSCAPE OF THE MINISTRY OF JUSTICE

The Ministry of Justice plays a vital role in ensuring the administration of justice, maintaining public order, and upholding the rule of law. It manages court systems, supervises legal professionals, and implements judicial reforms—often within rigid structures prioritizing procedural rigor over innovation. However, justice ministries across many countries, including Morocco, face operational challenges such as inefficiencies in judicial processes, limited accessibility to legal services, transparency issues, and the increasing volume of legal data. These systemic issues underscore the urgency for digital transformation in justice institutions worldwide.

4.3. DIGITAL TRANSFORMATION IN PRACTICE

The Ministry of Justice has embarked on various e-government initiatives that exemplify its commitment to digital transformation. Online case management systems now allow for real-time updates and minimize the reliance on physical documentation. Digital portals offer citizens access to legal resources and case information, increasing transparency and convenience. Moreover, the Ministry is exploring AI-assisted tools to support legal research and case prioritization and has introduced e-filing systems to streamline document submission processes. Collectively, these efforts demonstrate how digital technologies can modernize operations and enhance citizen engagement with the justice system.

4.4. BARRIERS TO CHANGE

Though there is progress, various obstacles impede the Ministry's digital transition. Legal professionals used to conventional approaches are typically dubious of change, so cultural opposition is still a big challenge. Complexity is added by technological inequalities like poor interoperability with new technologies and obsolete infrastructure. Human as well as financial resources impede the Ministry's ability to create and preserve digital platforms. The sensitive character of legal data also fuels further worries about data security and privacy. At last, changing legal and regulatory systems to support digital innovation is a gradual and difficult process needing careful cooperation among several parties.

4.5. OPPORTUNITIES FOR TRANSFORMATION

Notwithstanding these challenges, e-government has great promise to help justice departments. By use of automated systems and simplified processes, digital transformation can result in improved operational efficiency. By bringing legal services nearer underprivileged groups via internet platforms, it can help enhance accessibility. Online posting of case data and legal resources helps to promote transparency by so building more public confidence. Moreover, the use of digital tools helps ministries to make data-driven policies by means of data extraction from vast databases, so guiding more informed and responsive judicial reforms.

5. THEORETICAL ANALYSIS OF THE CASE STUDY

5.1. STRUCTURAL CHANGES DRIVEN BY E-GOVERNMENT

Efforts at e-government have changed the Ministry of Justice's structural layout. Digital systems are allowing quicker communication and decision-making while traditional bureaucratic layers are being flattened. These fundamental changes do not, however, present without difficulties. Workers would object if they saw them as a challenge to

accepted hierarchies and duties. Change management techniques must so concentrate on inclusive engagement and open communication in order to help to offset this.

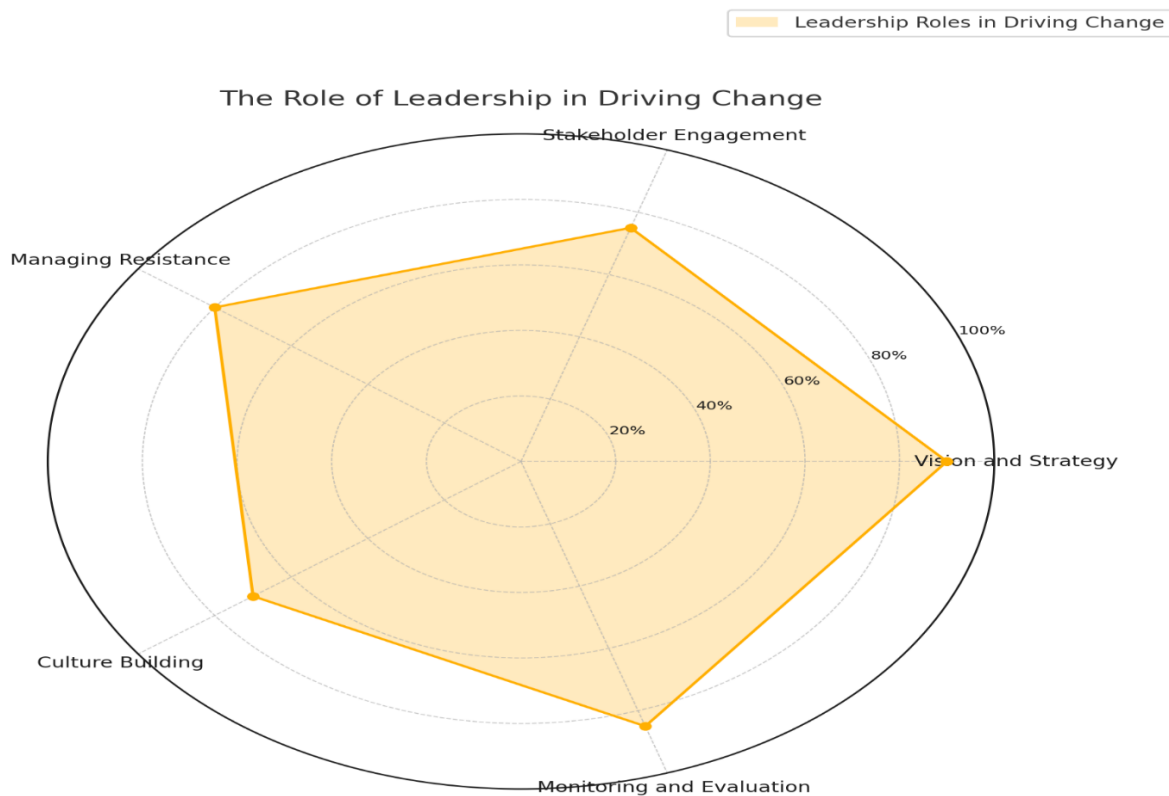


Figure 1: Leadership Roles in Driving Change

Source: Author's conceptual synthesis based on Kotter, 2021; Wirtz et al., 2022.

5.2. CULTURAL SHIFTS IN THE MINISTRY OF JUSTICE

Using e-government tools calls for a change in organizational culture rather than only technical advancement. Adopting innovation calls for the administrative staff and court to go past procedural conservatism. Encouragement of digital literacy and provision of organized training courses help to ease this change. Overcoming opposition depends on the capacity of leadership to create an open to change and flexible culture.

5.3. THE ROLE OF LEADERSHIP IN DRIVING CHANGE

The Ministry will be guided through this metamorphosis mostly by leadership. Visionary leaders have to express well defined objectives and match e-government initiatives with more general judicial values. While resolving citizen issues is essential to developing public confidence, effective interaction with internal stakeholders helps create ownership. Dealing with opposition calls for leaders to be open, give ongoing encouragement, and design feedback loops that keep momentum.

5.4. EXTERNAL INFLUENCES ON DIGITAL TRANSFORMATION

Digital reform in the Ministry of Justice is shaped by a variety of external factors. Public demand for accessible and transparent legal services compels the Ministry to modernize. Technological advancements, including AI and data analytics, offer tools to enhance legal outcomes. Global benchmarks and peer learning provide comparative insights

to refine strategies. However, compliance with national and international regulations is essential to ensure legitimacy and legal integrity throughout the transformation process

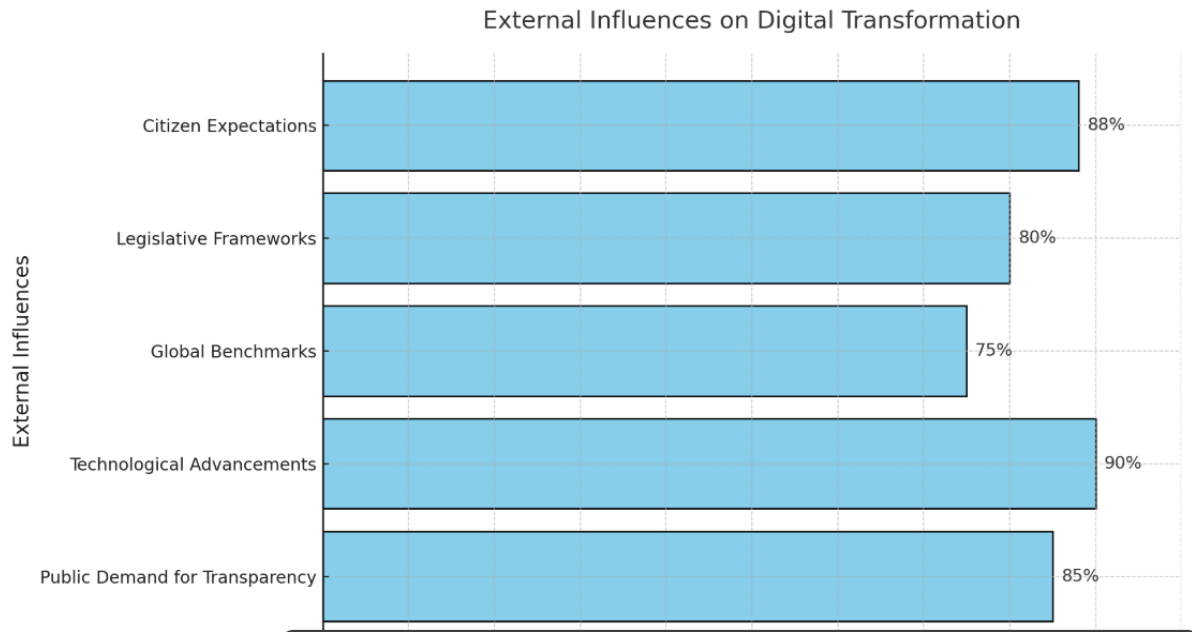


Figure 2 : External Influences on Digital Transformation

Source: Author's conceptual synthesis based on Wirtz et al., 2022.

5.5. BALANCING INNOVATION WITH CORE VALUES

E-government must be implemented without compromising the foundational principles of justice. Ensuring equity in access requires that digital tools accommodate varying levels of literacy and connectivity. Robust cybersecurity is crucial to protect sensitive legal data. Most importantly, automated processes must uphold fairness and impartiality, preserving procedural integrity and public trust in judicial outcomes.

6. STUDY LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This single-case approach limits the extendability of findings to other contexts. The study relies primarily on document analysis and secondary sources; future research should include interviews and field observations. Further studies could explore comparative cases in the MENA region or examine user perceptions of justice digitalization. The research could assess the sustainability of digital reforms over time (Myers, 2020).

7. RECOMMENDATIONS

7.1. OVERCOMING RESISTANCE TO CHANGE

Resistance to change remains a central barrier to the successful implementation of e-government initiatives, especially in institutions that value procedural stability such as the Ministry of Justice. Overcoming this resistance requires inclusive and proactive strategies. First, stakeholder engagement must begin early, involving judges, legal staff, and administrative personnel in planning to build ownership and trust. Second, transparent communication is key clarifying the benefits of digital reform can dispel misconceptions and build support. Third, structured training and continuous professional development can ensure that all staff possess the necessary digital competencies to navigate the transition effectively (Kotter, 2021).

7.2. STRATEGIC POLICY AND STRUCTURAL REFORMS

The effectiveness of e-government initiatives is contingent upon a strong policy foundation and supportive organizational frameworks. This includes modernizing outdated laws and regulations to reflect digital realities, flattening bureaucratic hierarchies to accelerate decision-making, and ensuring sustainable funding models that support long-term platform development and maintenance (Wirtz et al., 2022).

7.3. BALANCING TECHNOLOGY WITH CORE VALUES

As digital solutions become integral to justice service delivery, safeguarding core legal values is imperative. Inclusive design must ensure equal access regardless of socioeconomic background, digital literacy, or physical ability. At the same time, cybersecurity strategies—including encryption, secure login procedures, and routine audits must be prioritized to maintain data integrity. Above all, automated processes should augment rather than replace judicial discretion to preserve fairness and trust (UNODC, 2021).

7.4. LEVERAGING TECHNOLOGY FOR STRATEGIC GAINS

Embracing advanced technologies provides opportunities to enhance institutional performance. The adoption of artificial intelligence and big data analytics can support predictive policy development and resource allocation. Expanding citizen-facing platforms such as e-filing, virtual hearings, and legal resource hubs can increase system accessibility. Meanwhile, integrating legacy systems into new digital infrastructure helps ensure smoother transitions and continuity of service (Alhassan et al., 2021).

7.5. CULTIVATING LEADERSHIP AND CHANGE MANAGEMENT

Effective leadership is essential for navigating digital reform. Leaders must clearly communicate the vision for transformation, promote a culture that rewards innovation, and implement performance monitoring tools to ensure that initiatives remain aligned with institutional goals. Strong leadership also involves managing uncertainty by addressing concerns and empowering staff throughout the change process (Kotter, 2021).

7.6. FOSTERING COLLABORATION AND KNOWLEDGE SHARING

Cross-sector collaboration is a catalyst for innovation and efficiency in digital governance. Justice ministries should partner with other public agencies and learn from international best practices. Collaborative efforts can foster interoperable platforms, minimize redundancies, and accelerate digital maturity across government (Wirtz et al., 2022).

7.7. BUILDING CITIZEN TRUST AND ENGAGEMENT

Public engagement is critical to the success of e-government. Transparency measures, including open data platforms and public dashboards, can boost credibility. Active outreach—through surveys, community sessions, and digital channels ensures that services respond to citizen needs. Mechanisms for complaint resolution and feedback also enhance accountability and user satisfaction (Myers, 2020).

CONCLUSION

The digital transformation of the Ministry of Justice through e-government initiatives marks a pivotal step in modernizing public administration in a sector historically defined by conservatism and procedural formality. This transformation is not limited to technological adoption—it entails a comprehensive reshaping of institutional

structures, cultural norms, and strategic priorities. As this study has shown, e-government holds the potential to enhance operational efficiency, broaden citizen access, and reinforce transparency and accountability within judicial systems.

However, the path to transformation is complex and fraught with organizational, technical, and cultural obstacles. Leveraging organizational change theories such as Lewin's Change Management Model, Institutional Theory, and Contingency Theory has enabled a deeper understanding of these challenges and the strategic interventions necessary to address them. Through the case study of the Moroccan Ministry of Justice, this research illustrates how theoretical models can guide digital reforms, while practical realities test their application in nuanced ways.

The analysis underscores the importance of leadership in articulating a clear vision, securing stakeholder buy-in, and managing resistance. It also highlights the need to balance technological innovation with the justice system's foundational principles of fairness, impartiality, and procedural integrity. E-government must not only be efficient and user-centered but also equitable and ethically grounded.

The recommendations presented herein provide a roadmap for navigating the multifaceted process of digital transformation. They emphasize stakeholder engagement, regulatory alignment, inclusive design, robust cybersecurity, and sustained leadership. Moreover, they call for greater interinstitutional collaboration and public engagement to build trust and ensure that reforms align with societal expectations.

Future research should further explore how digital justice initiatives affect long-term public trust and access to justice, especially for vulnerable populations. Comparative and longitudinal studies across different institutional contexts could also enrich our understanding of what constitutes sustainable and effective digital governance in the justice sector.

Ultimately, the Ministry of Justice stands at a transformative juncture. By embracing e-government not as an end in itself but as a catalyst for broader institutional renewal, it has the opportunity to reimagine justice delivery for the digital era. With deliberate planning, inclusive practices, and a steadfast commitment to legal and ethical values, digital transformation can strengthen—not compromise—the integrity and accessibility of the justice system.

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