


# Chapter 4

## Human Factors and Adaptation of the Workforce in the Digital Transition in Public Administrations in Morocco: An Exploratory Study

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### **ABSTRACT**

*This chapter explores human factors and their impact on the adaptation of the workforce to the digital transition in Moroccan public administrations. As the digitalization of public services becomes a priority to improve efficiency and transparency, the adoption of new technologies depends heavily on employees and their ability to adapt to changes. This paper examines the skills, resistance to change and motivation of public servants in the face of this transformation. The study is based on an exploratory methodological approach, using semi-structured interviews with human resources managers, civil servants and change management experts in various Moroccan public administrations. This approach collects direct perceptions and*

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*experiences of the actors involved in the digital transition. The results of the study reveal that resistance to change, lack of digital skills and a stagnant organizational culture are the main barriers to adopting digital technologies. Younger employees are generally more receptive, while older employees face more difficulties.*

## **INTRODUCTION**

For over a decade, the digital transformation has become a key strategic issue for public administrations globally. Morocco is no different: public service digitalization is now seen as a basic lever to enhance administrative performance, transparency and quality of the relationship between the state and citizens (OECD, 2022; World Bank, 2023). National programmers like Morocco Digital 2020 and the National Strategy for Digital Transformation 2025 signal an explicit intent to reform public administration around an agile and user-centric model that is soundly grounded in information technologies (MTN, 2021).

While access to digital infrastructure, legal frameworks and tools is crucial, human capital appears a critical determinant of success. The success of a ‘Digital Transformation’ is less about technology as it is about the ability of civil servants to serve as change agents (Zamrani & Achouri, 2021). This raises pressing questions about their preparedness, adaptability, and capacity for collaboration in a context often marked by bureaucratic inertia, organizational rigidity, and an administrative culture that is not conducive to innovation (Boukar et al., 2022).

This chapter explores the human factors shaping the workforce’s adaptation to digital transformation within Moroccan public administrations. It focuses on three key dimensions: digital skills, resistance to change, and motivation to engage with reform processes. Adopting a critical lens, the chapter challenges technocentric approaches by placing human dynamics at the center of public sector reform (Aubry & Nkengne, 2020).

The analysis is based on an exploratory qualitative approach, drawing on semi-structured interviews with key stakeholders’ human resource managers, civil servants at various levels, and change management experts. This methodology provides in-depth, context-sensitive insights that go beyond normative institutional discourse.

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