

Telework in Moroccan Enterprises: Challenges, Opportunities, and Managerial Implications.

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Abstract

The rise of telework has become one of the most transformative developments in contemporary work organisation, reshaping managerial practices and labour relations worldwide. In Morocco, the COVID-19 pandemic accelerated the adoption of remote work across both public and private sectors, revealing significant potential but also deep structural limitations. This article explores the dynamics, challenges, and managerial implications of telework in Moroccan enterprises through a critical synthesis of recent academic and institutional literature. The findings indicate that Moroccan telework practices remain largely reactive and uneven, shaped by technological asymmetries, managerial inertia, and the cultural weight of face-to-face supervision. While digital initiatives such as the *Digital Morocco 2025* strategy have improved the national infrastructure, gaps in connectivity, regulation, and leadership adaptation continue to hinder sustainable implementation. The study argues that the success of telework depends less on technological availability than on the social architecture of trust, communication, and institutional support. It concludes that Morocco's experience represents a transitional model situated between innovation and institutional uncertainty, and offers a set of managerial and policy recommendations for embedding telework within a coherent framework of organisational and national development.

Keywords

Telework; Remote work; Digital transformation; Organisational culture; Leadership; Human resource management; Morocco; Post-pandemic work; Institutional framework; Digital economy.

Introduction

In the contemporary knowledge economy, digital transformation has reshaped not only the structure of global markets but also the very nature of work. Among the most significant manifestations of this transformation stands telework, defined as a work arrangement allowing employees to perform their professional duties outside the employer's premises, typically through digital technologies (ILO, 2020). While the notion of remote working has existed for decades, it was the COVID-19 pandemic that triggered its large-scale institutionalisation across both developed and emerging economies (Messenger, 2019; International Labour Organization, 2021). In Morocco, telework emerged as an adaptive response to the sudden disruptions caused by the pandemic, revealing both the potential and the fragility of the country's organisational and technological infrastructures. The initial wave of remote working, primarily enforced under emergency conditions, soon evolved into a topic of structural relevance for public and private enterprises alike. According to the Economic, Social and Environmental Council (CESE, 2021), more than 80% of Moroccan employees reported a willingness to continue teleworking partially after the health crisis. This trend reflects a growing recognition that flexible work modalities can enhance organisational resilience, reduce operating costs, and support work-life balance (World Bank, 2022). However, the transition toward telework has been far from seamless. Moroccan enterprises have had to confront multiple managerial, technological, and socio-cultural challenges. On the managerial level, the shift to remote work has tested traditional models of supervision, trust, and performance evaluation (Mahboub, Jarachi & Khatori, 2021). On the technological level, disparities in digital infrastructure and access to reliable internet connectivity have accentuated the gap between large corporations and small-to-medium-sized enterprises (SMEs) (Bouziani & El Moudden, 2024). Moreover, from a socio-cultural standpoint, the collective and relational dimensions that characterise Moroccan workplaces, rooted in close interpersonal communication, have been partially eroded under remote conditions (Layiri & Charef, 2024). The emergence of telework in Morocco also poses broader questions related to regulation and institutional adaptation. Despite the introduction of the Morocco Digital 2025 strategy, which aims to modernise public administration and foster digital inclusion, specific legal frameworks governing telework remain limited or fragmented (Ministry of Digital Transition, 2023). As a result, enterprises often navigate the practice through internal guidelines, leading to heterogeneity in contractual arrangements, working conditions, and employee rights. From a research standpoint, these transformations invite a deeper analytical examination of telework as both a managerial innovation and a structural

challenge within Moroccan organisations. While international literature provides extensive insights into telework's effects on productivity, motivation, and well-being (Allen et al., 2015; Gajendran & Harrison, 2007), empirical evidence from the Moroccan context remains relatively scarce. The available studies suggest that telework adoption depends not only on technological readiness but also on organisational culture and leadership orientation (Khatori & Zernani, 2025). This paper examines the adoption of telework in Moroccan enterprises, with a particular focus on the managerial, technological and institutional mechanisms that shape its effectiveness. The objective of this study is to analyse how Moroccan organisations are adapting to telework and to identify the key factors that influence its sustainability and performance. Accordingly, the following research question guides the present study: How are Moroccan enterprises adapting to telework, and what managerial mechanisms influence its effectiveness and sustainability? To answer this question, the article adopts a conceptual and integrative approach that synthesises Moroccan and international literature in order to identify the main drivers, challenges, and managerial implications of telework. The analysis aims to contribute to the academic discourse on the digital transformation of work, while offering practical recommendations for Moroccan managers and policymakers. The remainder of this paper is structured as follows. Section 2 reviews the main theoretical and empirical contributions to the study of telework, with particular attention to the Moroccan context. Section 3 outlines the methodological approach adopted. Section 4 discusses the findings and managerial implications. Finally, Section 5 presents the conclusion and future research directions.

1. Theoretical Background and Literature Review

1.1 Conceptualising Telework

Telework (or telecommuting) is commonly defined as a work arrangement in which employees perform tasks outside the employer's physical premises, thanks to information and communication technologies (ICTs) (Dimitrova, 2003). This definition captures two essential dimensions: spatial flexibility (working elsewhere than the central office) and technological enablement (through digital tools). From a theoretical standpoint, telework has been framed within three main lenses: job demands-resources (JD-R) theory, work-home boundary management, and control vs. autonomy trade-offs. For instance, the meta-analysis by Gajendran & Harrison (2007) identifies both positive mediators (such as increased autonomy) and negative mediators (such as social isolation) that affect teleworker outcomes. Recent systematic reviews reinforce that telework cannot be treated as a singular phenomenon: its effects vary significantly depending on organisational, technological and individual conditions. For example, Crawford

et al. (2022) in their review of the psychosocial work environment found that telework often supports short-term well-being but may also erode boundaries between work and life.

1.2 Drivers of Telework Adoption

Empirical literature suggests multiple drivers underpin organisational adoption of telework. At the organisational level, digital infrastructure, leadership practices, and HR policies appear central. In the Moroccan context, a study of SMEs by Mahboub, Jarachi & Khatori (2021) reveals that the degree of autonomy granted and the modalities of control are key determinants of telework implementation. Specifically, they found that Moroccan SMEs shifted from “presence-based” control policies towards “output-based” monitoring when adopting telework. At the individual level, motivation toward telework is influenced by time saved in commuting, preference for flexibility, and perceived ability to manage tasks remotely (Berberat, Rosat & Kouadio, 2021). For Moroccan employees, a survey by the Conseil économique, social et environnemental (CESE) revealed that 81 % believed remote working would become a new trend, and cited reduced commuting time and cost savings as important incentives. Macro-environmental factors also matter: the national digital policy in Morocco (“Digital 2025”) provided a favourable context for remote working capabilities. Yet, as Bouziani & El Moudden (2024) demonstrate, the absence of a binding legislative telework framework limits adoption in the public sector.

1.3 Barriers and Challenges

Despite the drivers, implementing telework brings a host of challenges, especially in the Moroccan organisational landscape. First, technological limitations persist: the availability of high-speed internet, appropriate hardware, and home-working environments remains uneven across enterprises and regions. A case study from the Moroccan telecommunications sector found that reliable IT equipment and a stable internet connection were major success factors. Second, managerial and cultural issues arise: telework disrupts traditional supervision models and calls for trust, communication and new leadership styles. Layiri & Charef (2025) find in their exploratory Moroccan study that remote leadership that fails to adapt leads to reduced engagement and commitment. Third, work-life boundary problems and psychosocial risks are critical: telework may blur the separation between private life and work, increase “always-on” pressures, and generate or exacerbate isolation. The international literature confirms these risks (Crawford et al., 2022) and Moroccan survey data report that 61 % of respondents saw undefined working hours as a disadvantage of telework. Fourth, regulatory and institutional gaps in Morocco diminish telework effectiveness: there is no comprehensive law governing

telework, which raises questions about rights, duties, cost compensation, and occupational safety. This “legal silence” constitutes a barrier to its systematic adoption.

1.4 Outcomes: Productivity, Well-being and Organisational Performance

A key stream of literature examines the outcomes of telework, notably productivity, employee well-being, and organisational performance. International meta-analyses suggest that while telework can increase performance under favourable conditions (autonomy, good infrastructure, high job complexity), its benefits are not automatic (Allen et al., 2015; Gajendran & Harrison, 2007). In the Moroccan case, Boukraicha & Amaazoul (2025) find a positive impact of telework on employee performance in the telecommunications sector, with autonomy and IT support as critical enablers. Meanwhile, the broader literature warns that sustained telework without clear organisational support may erode well-being and eventually hinder performance (Crawford et al., 2022).

1.5 Conceptual Framework for Moroccan Enterprises

Synthesising the above, one can propose a conceptual framework for analysing telework in Moroccan enterprises, with three interrelated dimensions:

- **Enablers** (digital infrastructure, leadership, organisational policy, employee motivation)
- **Barriers** (technological limitations, cultural/managerial resistance, boundary management, regulatory void)
- **Outcomes** (performance, well-being, organisational resilience)

The interplay among these dimensions suggests that Moroccan firms transitioning to telework will likely see successful results if: (i) they invest in infrastructure and prepare employees/managers; (ii) they adapt leadership and policies to remote contexts; and (iii) they address boundary and regulatory issues proactively. Otherwise, telework risks becoming a partial or unsustainable solution.

2. Methodological Reflections

The present study adopts a qualitative, exploratory, and interpretive design aimed at understanding the emerging phenomenon of telework within Moroccan enterprises. Given the novelty of large-scale remote work in Morocco and the limited empirical data available, an interpretivist orientation was deemed most appropriate to capture the complex interplay between technological readiness, organisational culture, and managerial adaptation. Rather than seeking statistical generalisation, this research aims to develop a contextualised understanding

of how Moroccan organisations perceive, implement, and regulate telework as a managerial and structural innovation.

2.1 Research Philosophy and Rationale

The methodological stance of this research is grounded in social constructivism, which assumes that organisational realities are socially constructed through meanings, practices, and interactions (Creswell & Poth, 2018). Telework, in this view, is not merely a technical arrangement but a socio-organisational practice that redefines relationships between employees, managers, and technology. This ontological position aligns with the work of Gioia, Corley, and Hamilton (2013), who argue that organisational phenomena should be explored inductively, with an emphasis on actors' interpretations and contextual contingencies. This philosophical positioning was also informed by the exploratory nature of the research question. Since the objective is to investigate *how Moroccan enterprises are adapting to telework and what mechanisms influence its effectiveness*, a flexible qualitative design provides the necessary depth to analyse managerial discourses, institutional frameworks, and contextual dynamics shaping telework adoption.

This research is grounded in an interpretivist epistemological stance, rooted in social constructivism, which assumes that organisational realities are not objective or fixed but are socially constructed through actors' meanings, practices, and interactions. From this perspective, telework is understood not merely as a technical or contractual work arrangement, but as a socially embedded managerial practice shaped by organisational culture, power relations, and contextual constraints. Knowledge is therefore considered subjective, situated, and contingent upon the interpretations of organisational actors and institutional frameworks. In line with this epistemological positioning, the study adopts an inductive mode of reasoning, allowing theoretical insights to emerge progressively from the analysis of empirical and documentary material rather than testing predefined hypotheses. This approach is particularly appropriate given the exploratory nature of telework in the Moroccan context, where practices remain heterogeneous and insufficiently theorised. By privileging meaning-making processes over causal explanation, the interpretivist stance enables a nuanced understanding of how telework is perceived, legitimised, and operationalised within Moroccan enterprises, while acknowledging the contextual specificity and non-generalisable nature of the findings.

Table 1. Methodological Framework of the Study

Dimension	Description
Research design	Qualitative, exploratory, and interpretive
Research objective	To understand how Moroccan enterprises perceive, implement, and regulate telework
Epistemological stance	Interpretivism rooted in social constructivism
Ontological position	Organisational realities are socially constructed
Mode of reasoning	Inductive
Data sources	Secondary qualitative data (academic literature, policy reports, institutional documents)
Context of analysis	Moroccan enterprises (post-COVID-19 period)
Time horizon	2019–2025
Unit of analysis	Organisational practices and managerial discourses related to telework

Source: Author’s methodological design inspired by Creswell & Poth (2018) and Gioia et al. (2013).

2.2 Data Sources and Corpus Construction

Empirical data were drawn from a systematic review of secondary sources, combining academic research, policy reports, and professional case studies. The corpus included peer-reviewed journal articles, doctoral dissertations, institutional publications (ILO, World Bank, CESE, Ministry of Digital Transition), and sectoral analyses focusing on Moroccan or MENA organisational contexts. Academic databases such as *Scopus*, *ScienceDirect*, *Google Scholar*, and *Cairn.info* were searched using combinations of keywords: “telework,” “remote work,” “Morocco,” “digitalisation,” “organisational change,” and “human resource management.” The search was limited to the period 2019–2025, capturing the immediate post-pandemic evolution of telework practices.

Each source was evaluated for relevance, credibility, and methodological transparency. Publications that addressed educational distance learning or purely technical ICT developments were excluded. After this refinement, a total of 27 documents were retained for in-depth analysis, including empirical studies on Moroccan SMEs (Mahboub, Jarachi & Khatori, 2021), sectoral evaluations (Bouziani & El Moudden, 2024), and policy frameworks such as *Digital Morocco 2025* (Ministry of Digital Transition, 2023).

Table 2. Composition of the Documentary Corpus

Type of source	Examples	Number
Peer-reviewed journal articles	Empirical and conceptual studies on telework and HRM	15
Doctoral dissertations	Qualitative research on organisational change	4
Institutional and policy reports	ILO, World Bank, CESE, Ministry of Digital Transition	5
Sectoral and professional studies	Moroccan SMEs and sectoral analyses	3
Total		27

Source: Author's compilation from peer-reviewed articles, institutional reports, and policy documents (2019–2025).

2.3 Analytical Strategy

The analysis followed a thematic content analysis approach (Braun & Clarke, 2006), which allows for systematic identification and interpretation of patterns across textual data. The process involved three iterative stages: initial familiarisation with the material, inductive coding of recurrent themes, and conceptual synthesis aligned with the theoretical framework developed in Section 2. This approach facilitated the emergence of interpretive categories such as *technological enablers*, *managerial and cultural barriers*, and *organisational outcomes*. Coding and interpretation were conducted manually to preserve semantic richness and contextual nuances. Reflexivity was maintained throughout the process, as recommended by Gioia et al. (2013), to ensure that the researcher's own assumptions and positionality were critically examined. Special attention was given to identifying contradictions and tensions between institutional discourse (which often portrays telework as an innovation) and organisational realities (where challenges such as trust, control, and equity remain prominent). To ensure validity and reliability, triangulation was employed by cross-referencing academic findings with policy documents and case evidence. This triangulation strengthened the credibility of interpretations by demonstrating convergence between multiple data sources (Denzin, 2012). Furthermore, the use of peer-reviewed Moroccan studies provided contextual specificity, while international frameworks (ILO, 2020; Allen et al., 2015) ensured conceptual coherence with the global literature.

Table 3. Emergent Analytical Themes Related to Telework

Analytical theme	Description
Technological enablers	Digital infrastructure, connectivity, collaboration tools
Managerial challenges	Trust, supervision, performance evaluation
Organisational culture	Autonomy, flexibility, resistance to change
Human resource implications	Work-life balance, employee engagement, equity
Institutional and regulatory context	Labour law, public policies, digital strategies

Source: Author's thematic content analysis following Braun & Clarke (2006) and Gioia et al. (2013).

2.4 Ethical and Epistemological Considerations

Although this study relies exclusively on secondary data, ethical standards were maintained through rigorous referencing and transparent documentation of all sources. Epistemologically, the study acknowledges that knowledge about telework is situated and context-dependent; hence, conclusions are not intended to be universally generalisable but analytically transferable to similar emerging-economy contexts (Lincoln & Guba, 1985). The interpretive stance recognises that telework is both an outcome of structural digitalisation and a site of managerial negotiation. The analytical approach therefore sought to balance critical inquiry (highlighting challenges and inequalities) with constructive synthesis (identifying opportunities for organisational learning and transformation).

2.5 Methodological Limitations

As with most qualitative reviews, certain limitations must be acknowledged. The primary constraint lies in the limited availability of Moroccan empirical data on telework, especially quantitative assessments of its long-term effects on performance or well-being. Moreover, most studies reviewed were conducted during or immediately after the COVID-19 crisis, which may bias perceptions toward emergency conditions rather than sustainable practices. Finally, the reliance on published data implies a degree of secondary interpretation, as the researcher depends on the methodological integrity of previous studies. Nevertheless, the combination of diverse data sources, reflexive interpretation, and theoretical integration provides a robust and credible methodological foundation for understanding telework within Moroccan enterprises. This approach captures not only the structural determinants of telework adoption but also the underlying socio-organisational dynamics shaping its success or failure.

Table 4. Methodological Limitations and Mitigation Strategies

Limitation	Analytical response
Limited Moroccan empirical data	Use of diversified institutional and academic sources
Post-crisis bias	Critical interpretation beyond emergency telework
Reliance on secondary data	Triangulation and reflexive analysis

Source: Author’s methodological reflection.

3. Findings and Discussion

3.1 Overview of Emerging Patterns

The synthesis of the reviewed literature reveals that telework in Moroccan enterprises is characterised by a dual dynamic: on one hand, it embodies an opportunity for innovation and organisational flexibility; on the other, it exposes persistent structural and managerial fragilities. This ambivalence reflects what Messenger (2019) calls the “*paradox of remote work*” the tension between autonomy and control, flexibility and surveillance, efficiency and social isolation. Three interrelated findings emerged from the analysis. First, telework adoption in Morocco is primarily reactive rather than strategic, having been accelerated by the COVID-19 crisis rather than integrated into long-term managerial planning (Mahboub, Jarachi & Khatori, 2021). Second, the technological and infrastructural divide between large corporations and small-to-medium enterprises (SMEs) significantly shapes the effectiveness of remote work practices (Bouziani & El Moudden, 2024). Third, the cultural dimension of work relations in Morocco, often anchored in physical proximity, collective identity, and interpersonal trust, continues to constrain the full institutionalisation of telework (Layiri & Charef, 2024). These findings suggest that while telework has become a visible managerial discourse, its operational consolidation remains partial. The practice exists more as a temporary solution or privilege than as an integrated element of organisational strategy.

Table 5. Overview of Key Findings on Telework in Moroccan Enterprises

Key finding	Description	Supporting literature
Reactive adoption of telework	Telework introduced mainly as a crisis-response rather than a strategic choice	Mahboub et al. (2021)
Digital and organisational divide	Large firms better equipped than SMEs in terms of infrastructure and policies	Bouziani & El Moudden (2024)
Cultural constraints	Persistence of face-to-face work norms and trust based on physical proximity	Layiri & Charef (2024)

Source : Author’s synthesis based on Mahboub, Jarachi & Khatori (2021); Bouziani & El Moudden (2024); Layiri & Charef (2024); Messenger (2019).

3.2 Technological Readiness and Infrastructural Constraints

Technological capability constitutes the material foundation of telework, determining both feasibility and efficiency. In Morocco, the *Digital Morocco 2025* strategy has expanded broadband access and encouraged digital inclusion; however, significant disparities persist between urban and rural zones, and between large firms and SMEs. According to the World Bank (2022), only 67 % of Moroccan enterprises report having reliable high-speed connectivity sufficient for sustained telework operations. This digital asymmetry translates into uneven telework experiences. Large corporations in sectors such as telecommunications, banking, and education have established formal teleworking policies, often supported by secure cloud systems and dedicated IT support (Boukraicha & Amaazoul, 2025). In contrast, smaller enterprises frequently rely on ad hoc arrangements, exposing employees to cybersecurity vulnerabilities and unstable connectivity. The technological dimension thus acts as both an enabler and a barrier: while digital tools enable organisational continuity and innovation, inadequate infrastructure and digital literacy may reinforce existing inequalities in Morocco’s labour market. This confirms Gajendran and Harrison’s (2007) assertion that technology mediates rather than guarantees the benefits of telecommuting.

Table 6. Technological Factors Affecting Telework in Morocco

Dimension	Enabling aspects	Limiting aspects
Connectivity	Broadband expansion, cloud platforms	Rural–urban digital divide
IT infrastructure	Secure systems in large firms	Informal tools in SMEs
Digital skills	Managerial digitalisation in large firms	Limited digital literacy
Cybersecurity	Organisational continuity	Exposure to cyber risks

Source: Author’s synthesis based on World Bank (2022); Ministry of Digital Transition (2023); Boukraicha & Amaazoul (2025); Gajendran & Harrison (2007).

3.3 Managerial Practices, Leadership, and Organisational Culture

The transition to telework has profoundly challenged traditional managerial logics in Moroccan organisations. Management systems historically based on physical presence and hierarchical supervision have had to adapt to virtual coordination and performance monitoring. The literature indicates that this shift has prompted a gradual but incomplete move toward results-oriented management (Mahboub et al., 2021). Leadership has emerged as a decisive factor in telework success. Layiri and Charef (2024) highlight that effective remote leadership in Morocco is contingent on trust, transparent communication, and empathetic engagement. Yet, these competencies are not uniformly distributed across managerial levels. Many supervisors,

accustomed to direct oversight, perceive telework as a loss of control, leading to micromanagement through digital surveillance tools, a practice that risks eroding trust and morale. (Contreras et al., 2022; Messenger & Gschwind, 2023)

Organisational culture also plays a central role. Moroccan workplaces often privilege collectivism and relational proximity, where informal exchanges are crucial for problem-solving and cohesion (Benradi, 2022). The virtual environment, while efficient, tends to weaken these relational dynamics. Employees report difficulties maintaining team spirit and social belonging, echoing international findings that telework may induce social isolation and emotional detachment (Allen, Golden & Shockley, 2015).

Table 7. Managerial Transformation under Telework Conditions

Managerial dimension	Traditional model	Telework-oriented model
Supervision	Physical presence	Results-based monitoring
Control mechanisms	Direct oversight	Digital tools and KPIs
Leadership style	Hierarchical	Trust-based and relational
Communication	Informal, face-to-face	Planned and mediated

Source: Author’s synthesis based on Mahboub et al. (2021); Layiri & Charef (2024); Gioia et al. (2013); Allen, Golden & Shockley (2015).

3.4 Employee Experience: Autonomy, Productivity, and Work-Life Balance

Telework’s impact on employee experience is inherently ambivalent. On the positive side, Moroccan employees have generally expressed appreciation for greater autonomy, reduced commuting time, and improved work-life balance. According to a national survey by the CESE (2021), 81 % of respondents believed telework enhances concentration and productivity, while 64 % supported hybrid models combining home and office work. However, these perceived benefits are counterbalanced by growing psychosocial risks. The absence of clear boundaries between personal and professional life often leads to longer working hours and digital overload, what Mazmanian et al. (2013) describe as the “perpetual connectivity trap.” Moroccan workers report challenges such as inadequate home workspace, interruptions by family members, and the absence of ergonomic equipment. These findings corroborate Crawford et al. (2022), who emphasise that telework can promote flexibility at the expense of mental well-being if not supported by institutional safeguards. Furthermore, gendered patterns emerge: Moroccan women, who disproportionately bear domestic responsibilities, often face a double burden under telework conditions. While remote work theoretically offers flexibility, in practice it may intensify work-family conflict (Layiri & Charef, 2024). This dimension highlights the

intersection of telework with broader questions of gender equity and social norms in Morocco’s labour market. (Eurofound & ILO, 2023; Crawford et al., 2022)

Table 8. Telework Effects on Employee Experience

Positive outcomes	Associated risks
Autonomy and flexibility	Work–life boundary erosion
Reduced commuting time	Digital overload
Higher perceived productivity	Social isolation
Work-life balance	Gendered work-family conflict

Source: Author’s synthesis based on CESE (2021); Mazmanian et al. (2013); Crawford et al. (2022); Allen et al. (2015); Layiri & Charef (2024).

3.5 Institutional and Regulatory Framework

From an institutional standpoint, the Moroccan legal framework for telework remains fragmented and underdeveloped. Unlike France or Canada, where telework is regulated through labour codes and collective agreements, Morocco lacks comprehensive legislation defining rights, responsibilities, or cost-sharing mechanisms. As *L’Économiste* (2023) notes, this “legal silence” leaves both employers and employees navigating informal arrangements without clear guarantees of protection or accountability.

This regulatory vacuum undermines telework’s institutionalisation. Without clear policies on working hours, occupational safety, and data protection, enterprises hesitate to formalise telework structures. Conversely, employees face uncertainty regarding compensation for utilities, equipment, or work-related expenses. The lack of regulation also complicates performance evaluation and dispute resolution mechanisms. Nevertheless, there are signs of progress. The Ministry of Digital Transition (2023) has initiated consultations to integrate telework provisions within national labour reform, inspired by ILO guidelines on decent work in digital environments. If implemented, such policies could anchor telework in Morocco’s labour ecosystem as a sustainable, inclusive practice rather than an emergency response. (ILO, 2022; Messenger & Gschwind, 2023)

Table 9. Comparative Overview of Telework Regulation

Aspect	Morocco	International benchmarks
Legal framework	Fragmented / absent	Formalised labour codes
Employee rights	Unclear	Defined protections
Cost-sharing	Informal	Regulated
Policy maturity	Emerging	Institutionalised

Source: Author’s synthesis based on ILO (2020); *L’Économiste* (2023); Ministry of Digital Transition (2023); Messenger (2019).

3.6 Integrative Discussion

Overall, the findings indicate that telework in Morocco is at a transitional stage, situated between innovation and institutional uncertainty. The determinants of success are multi-dimensional: robust digital infrastructure, adaptive leadership, and supportive organisational culture emerge as essential enablers. Yet, without coherent regulatory and managerial frameworks, these advantages risk remaining fragile. The Moroccan case aligns with the broader international literature showing that telework's benefits depend less on technology itself than on the social and organisational architecture surrounding its use (Messenger, 2019; Allen et al., 2015). In particular, sustainable telework requires a trust-based managerial culture, investment in digital capacity-building, and explicit policies addressing equity, work-life boundaries, and psychological well-being. In this sense, Moroccan enterprises stand at a crossroads. They may either consolidate telework as a strategic pillar of organisational resilience and innovation, or revert to pre-pandemic patterns of physical control. The outcome will depend largely on how managers, policymakers, and employees collectively negotiate the meaning and practice of "work" in an increasingly digital economy.

Conclusion

The development of telework within Moroccan enterprises reflects one of the most significant transformations of the post-pandemic workplace. What began as an emergency measure has gradually evolved into a structural question of organisational resilience, digital transformation, and human resource innovation. This study has shown that the Moroccan experience with telework is characterised by both promising advances and enduring limitations. From a technological standpoint, Morocco has made substantial progress through initiatives such as the *Digital Morocco 2025* strategy, which has strengthened digital infrastructure and expanded broadband access. However, disparities remain visible between urban and rural regions, as well as between large corporations and small and medium-sized enterprises. These inequalities continue to constrain the generalisation and institutionalisation of telework across the national economy. From a managerial and cultural perspective, Moroccan enterprises have begun to move towards more flexible and results-oriented models of work. Nevertheless, this transition remains partial, as many organisations still rely heavily on traditional modes of control and physical supervision. The Moroccan work culture, deeply rooted in interpersonal trust, collective identity, and face-to-face collaboration, presents both a richness and a challenge: while it fosters solidarity and cohesion, it may also inhibit the development of autonomous and digitally mediated forms of work. Thus, the Moroccan model of telework remains a transitional one, positioned between innovation and institutional fragility. As emphasised by Messenger (2019) and Gajendran and Harrison (2007), technology alone does not determine the success of telework; it is the social and organisational architecture that supports its use trust, leadership, and regulation that ensures its sustainability. The implications of these findings are both managerial and institutional. For Moroccan enterprises, telework should not be conceived merely as a temporary arrangement, but as a strategic component of competitiveness and talent management. It requires a deliberate integration into the organisation's strategic vision, accompanied by digitalisation plans, performance indicators, and clear managerial responsibilities. Leadership practices also need to evolve toward models based on trust, empathy, and transparent communication. The shift from control to coordination, and from supervision to support, represents a fundamental change in managerial philosophy. Without such transformation, the advantages of telework risk being reduced to logistical convenience rather than genuine organisational progress. At the same time, the protection and well-being of employees must be central to this process. Providing adequate digital tools, ergonomic working conditions, and mental health support is not optional but essential for maintaining productivity

and motivation. It is also crucial to recognise the differentiated impact of telework on workers, particularly women, who often face a double workload due to the persistence of domestic responsibilities. Addressing these gendered realities requires thoughtful organisational policies that promote equity and inclusion. At the institutional level, Morocco's regulatory framework remains underdeveloped and ambiguous. The absence of specific provisions governing telework creates uncertainty for both employers and employees, especially concerning working hours, occupational safety, and cost-sharing for remote work equipment. Establishing a clear and inclusive legal framework would represent a decisive step toward the consolidation of telework as a recognised form of employment. Such regulation should align with international standards of decent work promoted by the International Labour Organization, while being adapted to Morocco's economic and cultural specificities. In parallel, greater state support for digital literacy, cybersecurity, and broadband expansion would help reduce the digital divide that continues to limit equal access to telework opportunities. From an academic perspective, the present study opens several avenues for future research. Further empirical investigation is needed to capture the lived experiences of Moroccan teleworkers, the sectoral differences in adoption, and the long-term impact on organisational performance, innovation, and employee well-being. A more granular analysis of gender and generational differences would also provide valuable insights into how telework interacts with broader social transformations in the Moroccan labour market. In conclusion, telework in Morocco is more than a technological or managerial adaptation; it is a mirror reflecting deeper societal transitions. It embodies the country's ongoing negotiation between tradition and modernity, control and autonomy, collective belonging and individual flexibility. The consolidation of telework will depend on the capacity of enterprises and policymakers to harmonise these dimensions through coherent strategies and inclusive governance. If properly institutionalised and supported, telework can evolve from a circumstantial practice into a genuine lever for sustainable development, productivity, and social well-being in the Moroccan context.

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