

# National Culture and precociousness of the internationalization of SMEs in Moroccan context: a conceptual model

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## Abstract:

*The internationalization of SMEs has sparked a number of debates, many of which have been written in different contexts, and the researchers are studying this phenomenon on the basis of traditional models of internationalization. The rapid and early internationalization of SMEs as a new field of research for international entrepreneurship are explained by several determinants. In this paper, we will endeavor to understand the Moroccan national culture variable and its degree of influence on the precocity of the SME to engage the international scene with the construction of a theoretical model that will be the subject of a test Empirical evidence.*

**Key Words:** Rapid internationalization, precocity, SMEs, culture, Morocco.

## Résumé :

*L'internationalisation de la PME a fait l'objet d'un grand nombre d'écrits en se basant sur les modèles traditionnels d'internationalisation. L'internationalisation rapide et précoce des PME comme nouveau champs de recherche de l'entrepreneuriat international est expliquée par plusieurs déterminants. Dans ce papier nous nous intéressons à comprendre la variable de culture nationale Marocaine et son degré d'influence sur la précocité de la PME à intégrer la scène internationale avec la construction d'un modèle théorique qui fera l'objet d'une future étude empirique.*

Mots clés : Internationalisation rapide, précocité, PME, culture, Maroc

## INTRODUCTION

To explain the precociousness of visible internationalization in some countries and his absence in others, the culturalist paradigm. was mobilized a lot these last years in contrary some cultures appear as brakes to the development of SMEs in the international stage or know delay to become international.

The link between national culture and internationalisation provokes a big interest of the researchers, and introduces an actuality research object, and as shows it literature, a big number of the researchers revealed an obvious link between culture and catch of risk of quick and precocious internationalisation of SMEs in countries others than Morocco, as France, Canada.

The not negligible and increasing proportion of firms which, very early in their existence, introduce a quick development worldwide, that is to say without passing by a stage of strengthening of their activities in a local environment, drew the attention of authorities and of researchers in sciences of management since the beginning of the nineties. These firms, conscripts " International New Ventures " (INVs) (Oviatt and Mcdougall, 1994), «total start-ups» (Oviatt and Mcdougall, 1995), or «early internationalizing firms (Rialp, Josep, and Knight, 2005), becomes international practically from the beginning of the exercise. By rushing so in the international arena (Moen and Served, 2002), they outbrave the traditional theories of internationalization which describe the internationalization of these firms mainly as an incrémental process, which passes necessarily by different stages and stretches over extended period(Aharoni, 1966; Barrett and Wilkinson, 1986; Bilkey and Tesar,1977; Cavusgil, 1982; Crick, 1995; Czinkota, 1982; Hedlund and Kverneland, 1985; Lim, Sharkey and Kim,1991; Moon, Junyeon & Lee, Haksik. (1990).; Reid, 1981; Stopford, Wells, 1972; Wortzel and Wortzel, 1981).

These firms with quick and precocious internationalization (Servantie, 2007), the interest in the phenomenon provokes which explains, on one hand, by economic impact that it represents the general growth of export of small and medium enterprises (Rennie, 1993; Cavusgil, 1994), and, on the other hand, due to the fact that their internationalization process introduces a stake for research in internationalization of firms as much as it calls into question the universality of the traditional models of phased internationalization of SMEs (see for example Johanson and Vahlne, 1977 or Bilkey and Tesar, 1977). Moreover, the specificity of these firms also joins

debates of the field of the entrepreneurial which is interested in entrepreneurial phenomena worldwide. If phenomenon was noticed in many countries and in several sectors, its study is recent and is inserted in a research field still in building, that of the international entrepreneurial.

The present contribution aims at surrounding and at studying cultural variables on the basis of the founder Model of the national culture of Geert Hofstede (2010), who variables are likely to influence the precociousness and the speed of the internationalization of SMEs in Moroccan context. The main objective being the building of a theoretical model which will make the object of a subsequent empirical test.

## **I. The quick and precocious internationalization of SMEs: Literature magazine**

### **1.1.Context and emergency reasons**

The way of becoming international described by approaches traditional is not the only possibility. The firms which become international from their creation exist since for a long time (Oviatt and Mcdougall, 1994, Mudambi and Zahra, 2007). However, the researchers, persons concerned more by the development of the big and mature firms have unaware of them for a long time (Oviatt and Mcdougall 1994; Knight and Cavusgil 1996).

It is from the middle of 1980, that the phenomenon of international small enterprises, or even total, from their creation, grew and drew the attention of the researchers. Many studies of the case, concerning firms in different regions of the world called into question the traditional models (Welch and Luostarinen, 1988; Ganitsky, 1989; McKinsey Anc Co., 1993; Holstein 1992, Jolly and al.,1992). The first studies which tried to explain phenomenon identified three interdependent factors of the emergence of these firms (Oviatt and Mcdougall, 1994; Knight and Cavusgil 1996; Madsen and Served, 1997). Firstly, it is about new market conditions which consist of more and more pushed specialization; the appearance of the markets of alcoves; the sourcing total and international networks which characterize many industries; the globalization of the financial system which allows to the businessmen to search the financing in the total ladder. Secondly, the more accessible transport and TIC is factors who make easier specialization and emergence of the markets of alcoves. The third factor is the very high level of competences and of international experience of the businessmen and more widely of ruling team.

## **1.2.The determiners of quick and precocious internationalization**

The literature on internationalization offers the whole range of influencing factors the internationalization of SMEs (Etemad, 2004) (face 1). Among the most important factors notably represent resources, environment, industrial sector and human resources of the firm. According to Oviatt and al. (1995), the young firms which have intangible resources have a tendency to become international fast and successfully. The reputation, for example, proves to have his importance in the activities of internationalization of SMEs (Zahra, Matherne Carleton, 2003). Bürgel and Murray (1998) showed that the start-ups which supported not internationalized had a tendency to give less innovative products.

The environmental pressures, notably a growth limited by the domestic market, play a role when firms plan to approach the foreign markets (Coviello and Munro, 1995; Karagozoglu and Lindell, 1998). More an industry is globalized, more its firms have a tendency to become international (Coviello and al.,1995). And yet he was also established that the gross margins of an industry were negatively linked to the degree of internationalization of the firms which constituted it (Bloodgood, Sapienza and Almeida, 1996).

If the great majority researchers in the field of internationalization concern one undertaken by production, we have research results however on societies of services which venture abroad, and thereabouts of an interesting outline of relation enter the industrial sector of a firm and the diagramme of internationalization of this one. It emerges that firms do not manage to attain the degree of export of the industrial firms (Erramilli, 1991; Winsted and Patterson, 1998). Another study of Erramilli and Rao (1993) showed that the specificity of competences of a contractor in process of internationalization exercised a significant influence on the choice of the way it approaches the foreign markets.

The personnel can have some impact on the degree and the expanse of the internationalization of a firm. Oviatt and Mcdougall showed that the new firms run by managers having an experience abroad were capable of internationalizing their business faster and with more success (Mcdougall and Oviatt, 1996; Oviatt and al.,1995). A research of Bloodgood and al. (1996) note that societies counting a beep significant number managers tested on the foreign markets reach a quicker growth out of borders than firms of which beep management lack of international experience. According to Bürgel and al. (1998), start-ups run by managers

having followed a training abroad have, considerably, more tendency to become international than those whose managers formed only in the country.

**Table 1: The factors influencing quick and precocious internationalization**

Environment	The firm	Businessman and ruling team
<ul style="list-style-type: none"> <li>• Acceleration of the opportunities of business abroad (Nummela,2004)</li> </ul>	<ul style="list-style-type: none"> <li>• Aggressive strategy (Chetty &amp; Campbell-Hunt, 2004 )</li> </ul>	<ul style="list-style-type: none"> <li>• the international vision of the leader (Filion,1991)</li> </ul>
<ul style="list-style-type: none"> <li>• Innovation and high-tech (Harveston, and al. 2001)</li> </ul>	<ul style="list-style-type: none"> <li>• Proactivity (Pla-Barber &amp; Escriba-Esteve, 2006)</li> </ul>	<ul style="list-style-type: none"> <li>• international experience (Zucchella, Palamara and Denicolai, 2007)</li> </ul>
<ul style="list-style-type: none"> <li>• transport and communication Technologies not much costly (Internet) (Dana, Etemad and Wright,1999)</li> </ul>	<ul style="list-style-type: none"> <li>• The vision and the complexity of the product or service (Perks &amp; Hughes, 2008)</li> </ul>	<ul style="list-style-type: none"> <li>• the desire to be leaders, cognition, identification of opportunities, perception of risk, competences in international management Acedo &amp; Florin, 2006; Johnson, 2004; Karra, Phillips &amp; Tracey, 2008; Manolova, Brush, Edelman, &amp; Greene, 2002)</li> </ul>
<ul style="list-style-type: none"> <li>• The national and cultural factors (Hosfstede, 2001)</li> </ul>	<ul style="list-style-type: none"> <li>• The structure of property and its relation with tolerance at risk (Yang, Leone and Alden, 1992).</li> </ul>	
	<ul style="list-style-type: none"> <li>• the innovation capacity ((Kwaku, and al.,1995)</li> </ul>	
	<ul style="list-style-type: none"> <li>• social networks (Ellis and al., 2001)</li> </ul>	
	<ul style="list-style-type: none"> <li>• Factors of starting (measure of business occasions) and growth factors (the age of the administrator, in his international experience,) (Anderson and al.,2004)</li> </ul>	

Source: Etemad, 2004. (adapted by the researcher)

## II. Definition of quick and precocious internationalization

According to (Servantie, 2007), firms with quick and precocious internationalization are the one of which it is possible to notice earlier that ordinarily a capacity to develop and to coordinate regular links with the foreigner. In their founder article,( Oviatt and Mcdougall, 1994) stress the specificity of EIRP strongly (or «international new venture» original expression). For these authors, EIRP is not a particular case of internationalization of SMEs but a radically new form of multinational organization. They offer the following definition so:

«Commercial Organisation which, from its birth, tries to take a significant competitive advantage from the use of resources (material, human, financial, time) and of the sale of products in numerous countries».

This definition of (Oviatt and Mcdougall, 1994) was taken back by many researchers in international entrepreneurial (Bloodgood, Sapienza, and Almeida, 1996; Rialp, Rialp and Knight, 2005). (Oviatt and Mcdougall, 1994) maintains that this phenomenon of EIRP does not correspond to characteristics traditionally noticed to the multinational firms. According to these authors, unlike the traditional organizations which develop gradually since national environment, EIRP starts with a proactive international strategy. (Oviatt and Mcdougall, 1994) differentiates four types of EIRP according to two criteria: the number of approached countries, on one hand, and the number of activities of the chain of value which are coordinated, on the other hand. EIRP co-ordinating a number restrained by activities (mainly logistical activities) across countries becomes divided principally into first two categories: " export/import start-ups» concentrate on a weak number of countries with which the businessman is familiar while «multinational traders» serve a broader country field and always stay in search of commercial opportunities in the places where they have networks established or easy to get to. The third type of EIRP regroups, moreover, «geographically focused start-ups». These last take their competitive advantage from their capacity to be answered the specific needs of a region by mobilizing resources which come from abroad (face 1).

**Face 1: Classification of the INV (International New Venture)**



**Source : Oviatt & Mcdougall, (1994)**

In other words, the source of the competitive advantage of this type of firms domiciles in the coordination of numerous activities of the chain of value, such as technological development, human resources, and production. Finally, according to the name of Mamis (1989), «total

start-ups» correspond to the most radical demonstration of EIRP because they melt their competitive advantage on the extensive coordination of numerous organizational activities divided on a high number of geographical territories. In the same order of ideas, (Madsen and Served, 1997) adopt the name of " born globals ", introduced by (Rennie, 1993) and already taken back by (Knight and Cavusgil, 1996). «Born-total firms» – that they define as being of «firms which adopt an international approach, or even total, from their birth or shortly after» – grow in a way which can comply with thought evolutionist.

The emergence of EIRP, for Oviatt and Mcdougall, corresponds to the appearance of a new form of the multinational firm. (Mathews and Zander, 2007) differentiates, as for them, three new kinds of multinational firms in the total economy. Firstly, multinational smaller in terms of resources, of personnel and of capital, called «multinational - children» (infante-multinationals) (Lindqvist, 1991, named in Mathews and Zander, 2007), or "micro-multinational", include SMEs native to industrial countries but which attack the worldwide market with such vigour and such innovative strategies of integration as they can be considered as new entrants. Secondly, there are business companies which avoid almost internationalization process since they start and operate on their activities from their first day, on total markets, as total actors. Finally and thirdly, multinational "late", among whom many are originally from emergent countries, arrive late on the international stage, what allows them to take from not accessible advantages for their more precocious counterparts. (Mathews and Zander, 2007) names these organizations «dragon multinationals». Other appellations were used by the researchers in international entrepreneurial to supplement the notion of EIRP. Such as «new firm of high-tech» (high technology start-up; Jolly, Alahuhta and Jeannet, 1992), «small enterprise are notably found in the literature of expressions investing abroad» (small foreign investing firm; Kohn, 1997), or else «business company becoming international early» (early internationalising firm; Rialp, Rialp and Knight, 2005).

EIRP can be assimilated in "International New Ventures" (INV) of (Oviatt and Mcdougall,1994) with a difference near that we do not look at them under a temporal approach but rather under an approach of organizational capacity worldwide being given to them plausible weak maturity. In this article we prefer using this new term " EIRP «(Servantie, 2007), rather than of INV. We notice that, among concepts raised in literature, those of «Entrepreneurial New Ventures and Internationalization» (Shaw and Darroch, 2004),



" International Instant " (Jones and Dimitratos, 2003), or "Early Internationalising Firms" (Rialp, Rialp and Knight, 2005) or can also be directly linked to that of EIRP.

The matrix of classification of types of INV allows to position several other terms noticed in literature according to deep criteria of a chain of value (Hit, 1986) and of geographical diversity and to compare their range facing the concept of EIRP. So, in the first category of EIRP (I), said of " Export / import start-ups» (Oviatt and Mcdougall, 1994), we can include notions of "Innate Exporters" (Ganitsky, 1989) and "Instants Exporters" (Mcauley, 1999) which limit international connotation to exporting activity. In the second category (II), we find «Multinational Traders» (Oviatt and Mcdougall, 1994), who make trade between several nations. In the third (III), that of "Géographiquement Focused Start-up" (Oviatt and Mcdougall, 1994), we introduce "Born Glocal", these firms which spread their functioning space in the planetary ladder but act locally (Torrès, 1997). Finally, in the fourth division (IV), we find «Total Start-up» (Oviatt and Mcdougall, 1994), " Born Global " (Rennie,1993; Cavusgil, 1994; between others) and " Multinational Infante " (Russet, 1979) which can be described as all the firms which attained a medium level or even high of internationalization in each of five dimensions described by Daniels and Radebaugh (2001) earlier that ordinarily. **(face 2)**

**Face 2: Typology of EIRP**

Coordination des activités de la chaîne valeur	Peu d'activités coordonnées à travers les pays (Logistique primaire)	I –"Born Exporters" –"Instants Exporters" –"Export/Import Start-Up"	II –"Multinational Trader"
	De nombreuses activités coordonnées à travers les pays	III –"Born Glocal" –"Geographically Focused Start-Up"	IV –"Born Global" –"Global Start-Up" –"Infant Multinational"
		Même Continent	Plusieurs Continents
		Diversité Géographique	

Source: Servantie (2007)

### III. The distinctive characteristics of EIRP

In front of this syntactic spread, it is important to define characteristics keys which allow supervising this concept of EIRP.



### **3.1 The age: first distinctive factor of the IRP of SMEs**

The first distinctive factor who stress originally Oviatt and Mcdougall (1994) and that Zahra (2005) reinforces is logically that of age, that is to say of coexistence between the act of creation and of internationalization act. The authenticity of the phenomenon is therefore fond in a way of this double birth certificate (" from inception "): there is EIRP if there is "immediacy" of creation and of internationalization. However, no fine and precise determination of this specificity are specified, the authors consider themselves that only the stage of empirical research will possibly be able to solve this question (Oviatt and Mcdougall, 1994, p. 49).

### **3.2 The age: The development degree worldwide: second distinctive factor of the IRP of SMEs**

The second distinctive factor concerns the sense of internationalization. If it is clear that, by definition, EIRP must lead an activity out of the national borders, it remains to define from which threshold (s) it is indeed possible to speak about internationalization. Oviatt and Mcdougall (1994, p. 49) speak of «numerous countries», but add some lines afterward, to know that EIRP is involved in more than a country (multiplication of countries). Moreover, nothing is said about the part which can represent these international activities. They suspect that she must be not marginal, that is to say, hire the strategical development of the young firm. But it is here about an interpretation because the authors do not detail, properly speaking, this definition of internationalization (Bacq, Sophie, Coeurderoy, Governed, 2011).

### **3.3 The nature of competitive advantage: third distinctive factor of the IRP of SMEs**

A third distinctive factor concerns the nature of competitive advantage. According to Oviatt and Mcdougall (1994), EIRP takes its competitive advantage from its capacity to mobilize resources and to accomplish international sales. This definition implicates, in a way, that EIRP develops an original model of business as much as it has at the same time the characteristics of a new entrepreneurial firm and those of the multinational, (Bacq, Sophie, Coeurderoy, Governed, 2011).

Age, internationalization, and competitive advantage represent therefore three distinctive characteristics of EIRP. The theoretical demarcation of these criteria remains however partly

vague. For it, empirical jobs which ask necessarily the question of measure play a decisive role in the validation of these criteria.

#### **IV. Analysis of Moroccan culture according to the model of the national culture of Geert Hofstede**

To treat the determiners of national culture, we opted for the model of Geert Hofstede. Although various cultural models are offered in the literature, and in spite of a lot of critics (Mc Sweeny, 2002), the applicability of the model of Hofstede in jobs registered in sciences of management, and his validity, remain remarkable, compared with other cultural models (Merrit, 2000, Magnusson and al, 2008). The model of Hofstede is also adopted in jobs for an objective with a comparison between national cultures (Magnusson and al, 2008, Merrit, 2000). Finally, the model of Hofstede represents the founder model of national culture, and shows some easiness of understanding, with a clear explanation of the determiners of national culture. National culture can be defined according to Hofstede (2010), as a mental programming; because this programming starts inside the family, and develops, then, to the school, in the district, on workplaces and generally in life in the group. Social anthropology shows that national culture is the addendum of the ways of thinking, of acting and of feeling. The national culture, according to Hofstede, is, therefore, the collective programming of the mind which differentiates the members of a group to members of another group. The model of Geert Hofstede, 2010 (face 3) is composed of five main dimensions of national culture:

##### **➤ Hierarchic distance:**

This dimension takes care due to the fact that all individuals in societies are not equal, she expresses the attitude of culture towards this inequality. Hierarchic distance is defined as the measure towards which the members in organizations are less vigorous in a country and suppose that power is unequally distributed.

In a score of 70, Morocco is a hierarchic society. It means that people accept a pecking order in which everybody has a place and that needs no justification furthermore. Hierarchy in an organization is seen as the reflexion of inherent inequality, centralization is popular, the subordinates expect to be said that to make and the ideal boss is a benevolent autocrat.

Moroccan culture is marked by the principle of marked hierarchy and by authority principle (Bourqia, 2010). In the same way, other studies showed the strong hierarchic degree existing

in Morocco (Mezouar and Semeriva, 1998; Al Maache, 2002; Eddakir, 2003, Nouiga, 2003; House and al, 2004; Balambo, 2014). One and inequality waits for hierarchic distance and are accepted by the Moroccans, and are generally translated by the notion of "Arzaq" and "Aqdar", and that «generally inequality is interpreted from a religious point of view by putting notion forward of« arzaq "or " aqdar». Inequality is not due to politics or to historical and ideological conditions, but in« mektoub »who means that one and situation in which lived every human being decides long before its birth on living conditions». (Hamri, Zerouali, Lechheb ; 2016).

➤ **Individualistic or Community direction: (the Moroccan familisme):**

Fundamental question addressed by this dimension is interdependence level that a society supports among its members. He concerns if the self-image of people is defined from the point of view of "me" or to "Us ". In the individualist people of societies are supposed to treat themselves and their direct family only. In societies community, people belong to groups which take care of them in exchange for fidelity.

Morocco, with a score of 46 is considered a community society. It is manifest in a long-term close commitment to the member ' the group ', to be that a family, a sprawling family or sprawling reports. The fidelity in a community culture is supreme and master key outrages in most other regulation texts societies. The society encourages strong reports where each takes the responsibility of the colleagues of their group. In community societies offense leads to shame and to face loss, the reports of employer/employee are received in moral terms (as a home tie), by renting and promotional decisions take into account the employee in the group, the direction is the direction of groups.

➤ **Masculine or female direction:**

A high score (Masculinity) on this dimension points out that the society will be returned by competition, accomplishment, and success, with the success being defined by the victor / the best in the field – a system of value which begins in the school and goes on part in organization life.

A low score (Feminine) on the dimension means that predominant stocks in the society like others and quality of life. A Female society is that where the quality of life is success sign and the reputation of the crowd is not marvelous. The fundamental question is here what motivates people, bearing a grudge be the best (Masculine) or by liking what you make (Feminine).

Moroccan culture has a tendency to adopt a female direction of stocks (Nouiga, 2003; Bourqia, 2010; Balambo, 2014). Indeed, Geert Hofstede (2010) also announced that societies marked by a female direction of stocks are characterized by humanization of the job, by contact and cooperation, by mutual assistance and collaboration as part of social relations also. Morocco receives an intermediate score of 53 on this dimension and it in the few concluding, Geert Hofstede (2010).

➤ **The relation in uncertainty:**

The degree of uncertainty acceptance and a dimension which concerns way that a society takes care of the future and of future: should we try to control the future or just to allow it to arrive? This ambiguity brings concern with it and different cultures learned to take care of this concern differently. The measure towards which the members of a culture feel threatened by ambiguous or unknown situations and created conviction and institutions which try to avoid these is reflected in score on the degree of acceptance of uncertain and ambiguous events.

The scores of Morocco 68 on this dimension and have so a very high preference to avoid uncertainty. Countries displaying the high degree of acceptance of uncertain events support of rigid codes of conviction and of behavior and are intolerant of unorthodox behavior and ideas. In these cultures, there is an emotional need as rules (even if rules never seem to work) the time is some money, people have an internal desire to be occupied and to work hard, precision and punctuality are the norm, innovation can be opposed, security is an element mattering in individual motivation.

We discovered that several studies interested in Moroccan context showed that Moroccan culture is characterized by a weak degree of the control of uncertainty (Nouiga, 2003; Eddakir, 2003; Balambo, 2014). This weak level of control of uncertainty recharges batteries of our religion and the notion of Maktoub (Al Maache, 2003).

Jointly, Geert Hofstede (2010), added that in cultures with weak control of uncertainty, risk and ambiguity are part of the life of every day, and accepted for what they are, so (Balambo, 2010) linked up this dimension with other than he calls it "religiosity".

➤ **Short-term direction and long-term direction:**

This dimension describes how every society must support some links with its own past while taking care of challenges of the gift and future and societies organize into a hierarchy these two existential purposes differently. Normative societies, which succeed low on this dimension, for example, prefer supporting of traditions honored with time and norms by seeing societal change with suspicion. Those with a culture with high scores, on the other hand, take a more pragmatic approach: they encourage economy and efforts in modern education as a way of getting ready for future.

With score very low of 14, Moroccan culture is apparently normative. People in such societies have a strong concern with the establishment of the absolute Truth; they are normative in their reflexion. They display great respect for traditions, a relatively small propensity of without future and a home on the accomplishment of quick results.

We concluded that Moroccan culture is specified by a short-term direction, which is translated by an attachment strong in Moroccan culture, in traditions and in social norms. As asserted Bourqia (2010), that the custom, the tradition, common laws are the main sources of stocks, the true frames of reference of moral stocks, which govern the evaluation of individual, social relations and reports to the community, and that «in spite of mutations that knowing the Moroccan society, it seems that social norms traditions still have their place and play an important role in social relations between individuals in private life and professional life» (Hamri, Zerouali, Lechheb.; 2016) ,according to Geert Hofstede (2010), cultures with short-term direction are always linked to past.

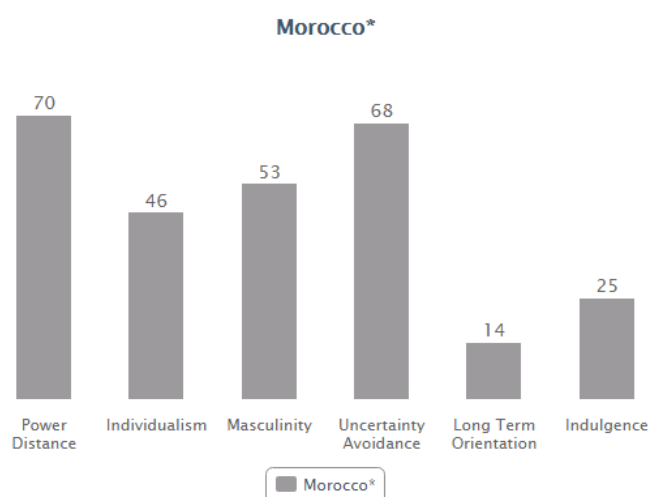
➤ **Forgiveness:**

A challenge which confronts the humanity, supporting and in the past, is the degree to which of small children are socialized. Without socialization, we do not become "human". This dimension is defined as the measure towards which people try to control their desires and impulses, based on the way that they were raised. They call relatively weak control " the

Forgiveness " and relatively strong control " the Pressure " is called. Cultures can, therefore, be described as Forgiving or contained.

The low score of Morocco on this dimension (25) points out that it is a Pressure culture. Societies with a low score in this dimension have a tendency to cynicism and to pessimism. Also, unlike the Forgiving societies, the contained societies do not put a lot of emphasis on leisure and control the satisfaction of their desires. People with this direction have the perception that their actions are kept by social norms and think that the forgiveness to themselves is wrong a bit.

**Face 3: Scores of Moroccan culture according to the Model of Geert Hofstede**



**Source: Geert Hofstede, 2010**

The link between national culture and precociousness and speed of internationalization: hypotheses and theoretical model:

As already named before, Moroccan culture is a culture which is marked by a strong degree of hierarchic distance. This hierarchic distance influences strongly the acceleration of internationalization. In fact, in countries at a strong hierarchic distance, importance is given to social status and to external signs. Considering conclusions of our literary magazine, we formulate our first hypothesis: **H1: One culture at a strong hierarchic distance has an influence positively on the degree of speed and of internationalization precociousness of SMEs.**

Moroccan culture is a culture marked by Community stocks, based on the importance of circle and on predisposition in mutual assistance (Francesco and Chen, 2004). The partners have a tendency to construct emotional links, and the community takes off on the individual. This perceptible cohesion between the partners is based, indeed, on emotional links. The person benefits from benevolence and from the protection of the group, which owes her fidelity in compensation (Akhalfou, Lechheb, 2016). On the basis of these conclusions, we work out the second hypothesis: **H2: A Community culture has an influence positively on the degree of speed and of internationalization precociousness of SMEs.**

One based on the magazine of literature, Moroccan culture represents a culture to the weak control of uncertainty. In similar cultures, the catch of risk is considered to be a habitual fact. The behavior of the individuals is not marked by an anxiety and maladjustment in new situations. The persons are much more opened and tolerate difference of opinion, and respect only the definite rules remaining fundamental. Contrary to cultures with strong control of uncertainty. The individuals belonging to such culture appear more phlegmatic, slack and contemplative (Hofstede and Bound, 1988). Their relations with other one are marked by the research of benevolence and of attachment (Elahee and al. 2002), they are not preoccupied with the ambiguity of future and their choices are based on intuition and feelings. In such culture, confidence is developed through emotional processes (El Akremi and al. 2007). These theoretical elements, bring us towards the formulation of the third hypothesis: **H3: A culture with weak control of uncertainty has an influence positively on the degree of speed and of internationalization precociousness of SMEs.**

Our magazine of the literature revealed us that Moroccan culture is a culture marked by a female direction of stocks. In similar cultures, the members are assumed to be modest, loving and preoccupied with the quality of life (Hofstede, 1994), with a direction towards cooperation, benevolence, and altruism (Hofstede, 1991). The individuals of female cultures put the emphasis on social relations, mutual assistance where collective interest dominates the individual. These conclusions are going to reinforce the formulation of the fourth hypothesis: **H4: A culture with female direction has an influence negatively on the degree of speed and of internationalization precociousness of SMEs.**

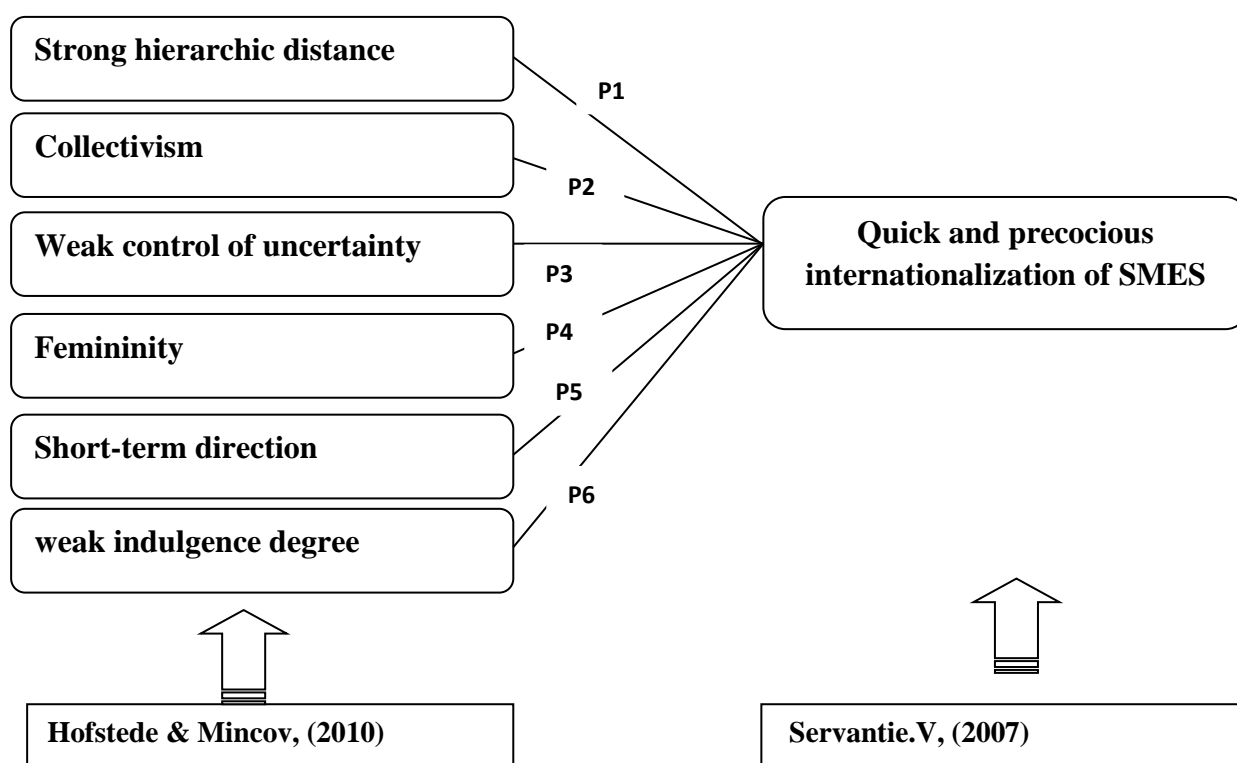
Across our magazine of literature, that Moroccan culture is part of cultures identified by a short-term direction, and marked by respect for traditions, social obligations, altruism and



creation of relations. We can conclude that culture with direction short term, constructs a blockage in internationalization acceleration of SMEs, Across these elements, we can formulate our fifth hypothesis: **H5: A culture with direction short term has an influence negatively on the degree of speed and of internationalization precociousness of SMEs.**

Finally, and for the simple reason to respect at best our research context, we included the dimension of forgiveness as sixth determiner characterizing national culture.

As we named in our literary magazine that the Moroccan society has a relating low score has forgiveness (Hofstede. G, 2010), what explains by the direction of people in this culture in a tendency to cynicism and to pessimism. In these societies, people do not put a lot of emphasis on leisure and control the satisfaction of their desires, so they have the perception that their actions are kept by social norms and think that the forgiveness to themselves is wrong a bit. Across these elements, we can formulate our fifth hypothesis: **H6: A culture too weak forgiveness degree has an influence positively on the degree of speed and of internationalization precociousness of SMEs.**



## **V. THE DEBATE OF RESULTS**

The explanation of the precociousness of internationalisation of SMEs by the culturalist paradigm in Morocco in an original aspect, he was signalled by GEERT HOFSTEDE, on 2001: «Some national and cultural factors, notably the collective and hierarchic aspects of the Asians in comparison with the Westerners, can slow down precocious and quick internationalisation since it affects the behaviour of the leaders dictated by the methods of traditional business. (Zhang and Dodgson, on 2007). So Liu and al. (2008) underline that in the case of private Chinese firms, several businessmen are not much educated with not enough experience, the company is not technological and their size in terms of numbers of employees does not influence internationalization. It would really be cultural factors who would dictate their internationalization routines.

The theoretical model worked out in this paper, shows that there is a relation between national culture and internationalisation rhythm of SMEs in Moroccan context, as well as the study of the influence of the cultural factors is a sinequanonne condition to explain acceleration or deceleration of one SMEs which ventures into the international stage from its childhood.

We visited again the Model of Hofstede and Mincov, on 2010 on the basis of a qualitative study and on the basis of jobs of Balambo, 2012, to explain that a country with a strong hierarchic distance and a degree of strong collectivism represents a braking so that it achieves fast strong degree of religiosity, and control of weak uncertainty has the international, on the contrary in a society where the masculinity degree is strong, accompanied with a long-term direction, influences the leaders to take the risk of operating on the international stage in a quick and precocious way.

This job requires an empirical study in a definite sector which takes cultures into consideration regional of Morocco, (Sub if, Fessi, Chlouh, Arab, Rifain) knowing that Moroccan culture is composed of several under cultures influenced by the diversity of language, of breed, tribes, of traditions etc. Furthermore it is necessary to give a specific importance has the influence of generation effect on six variables cultural in the model of Hofstede; the young today's businessmen take of risk more and more and search new opportunities outside their countries of origin, in comparison with the ancient generations, this can be to explain by the digital and numerical tool eliminate the barriers which hindered the cultures of the whole world.

## CONCLUSION

National culture remains a critical and crucial element, since its influence is notable on stocks and ways of life (Sun, Horn and Merritt, 2004), on the perception of the quality of service and satisfaction (Ultshy and al, 2004), on negotiations (Adair and Brett, 2005), on the way to search information (Doran, 2002), on practices in advertising (Taylor and Okazaki, 2006), and on behaviours and ethics (Elahee, Kirby and Nasif, 2002). So the quick and precocious internationalization of SMEs as new research fields of the international entrepreneurial is explained by several determiners. Among whom some national and cultural factors (Hofstede, 2001), in studies of (Hofstede, 2001), where he explains that «the dimensions of national culture by comparing the Asians in comparison with the Westerners, can slow down precocious and quick internationalization since they affect the behaviour of the leaders dictated by the methods of traditional business». (Zhang and Dodgson, 2007). Where from the necessity to understand why in some cultures the acceleration of internationalization of SMEs and quicker and more precocious by the report has late cultures of another one. In this paper we can think that national culture, can have influence on speed and precociousness of the internationalization of SMEs, in this sense we tried to work out a conceptual model worked out by six hypotheses on the basis of the model of (Hofstede and Minkov; on 2010) and that of (Servantie, 2007) who will be tested in the context of the Moroccan SMEs agro industrial.

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