

## **A Research on The Effect of Resource Dependence Decreasing Strategies to Competitive Superiority**

**Hamit İZDAŞ**

Marmara University  
Institute of Social Sciences,  
İstanbul, Turkey  
[orcid.org/0000-0001-7847-3383](https://orcid.org/0000-0001-7847-3383)  
[hamitizdas@gmail.com](mailto:hamitizdas@gmail.com)

### **Extensive Summary**

#### **1-Introduction**

The theory of resource dependence assumes that organisations are controlled by their environment within the framework of an open system approach, but managers can learn to manage these external pressures. (Hatch, 1999, s.78).

Resources must carry the following features in order to create a dependency;

1. Are resources important to the organization?
2. What is the share of resource purchases in the organization's inputs or outputs?
3. Are the options limited to supplying the source?

The concept of niche is defined as the place where organizations or species have all the necessary resources to exist in the field of management and organization. (Chase ve Leibold, 2001, s.5). The environmental width that hosts the resources that organizations have acquired in order to sustain their lives is defined as "niche width".

In a population, organizations can reproduce themselves in different situations, the general organization is called. As a population width, organizations are called private organisations if they have limited tolerance. Generalist organisations are more oriented towards heterogeneous sources; Special organizations are more oriented towards homogenous resources. (Yeloğlu, 2010, s.204).

The concept of competitive superiority used in strategy approach is not an absolute concept, but a relative concept. It can be mentioned that a company or organization has achieved superior performance and competitive superiority if it exceeds other organisations or industry averages. If the organization's competitive superiority covers long time, it can be mentioned in the sustainable competitive superiority (Rothaermel, 2017, s.8).

The 5 Resource Dependence Mitigation strategy (mergers, joint ventures, board of directors, political movements and executive success), expressed by Hilman and his

colleagues, is examined by Pfeffer, but rather than examining it, Addressing the holistic approach is expressed to provide a more conceptual framework (Hilman ve diğ., 2009, s.1415-1416).

Finkelstein indicates that there is a need for work that takes different methods together (Üsdiken, 2010, s.109). Pfeffer stated that Finkelstein must be tested as a hypothetical in the temporal spatial in different social contexts (Pfeffer and Salancik, 2003, XXIV). It is stated by the Exponis that it can also contribute to the theory of resource dependence by the examination of the companies in Turkey (Üsdiken, 2012, p. 132). Organizational ecology and resource addiction theories are aimed to be evaluated in the context of Turkey and in the framework of cutting width theory, as Uldrich and Barney work in 1984 (Yeloglu, 2012, p. 214) together.

In addition to the 5 strategies that have expressed in the theory of resource addiction in the article study, the resource dependency management, which will be questioned in terms of the strategic article expressed by the daft (Daft, 2010, p. 59) Strategy with regard to perspectives Strategies are as follows:

1. Success of managers and board directors
2. Changing organizational structure
  - a. Vertical integration
  - b. Merger and acquisition
  - c. Diversification
3. Inter-Organization cooperation opportunities
  - a. Network organizations
  - b. Coopitation
  - c. Outsourcing
  - d. Joint ventures
  - e. Strategic alliances
  - f. Unions and associations
4. Renew the organization's relations with external actors
  - a. Political movements
  - b. Legitimacy
  - c. Regulatory activities
  - d. Norms and contracts

## **2. Method**

### **Research Universe and sampling**

As a field of application in the research, the companies that grow sea bass and bream are selected in the aquaculture sector. In the sample of the study, eighteen companies in Mugla (Milas-Bodrum) region were selected. Nine of these firms are general, and nine are special firms. The research sample corresponds to 49,41% of the entire universe.

### 3. Findings

The success situation of the general and the private organizations in the sustainable competition has been proven to be a regular superiority for the private organizations, in the form of normal dominance for the global organizations. Related findings table 1. Also presented.

**Table 1.** Sustainable competitive superiority

<b>Organization Type</b>	<b>Precious</b>	<b>Rare</b>	<b>Hard to imitate</b>	<b>to Inability to substitute</b>	<b>Success Status</b>
<b>Special organizations</b>	Yes	Yes	Yes	Yes	Continuous superiority
<b>General organizations</b>	Yes	No	Yes	Yes	Normal superiority

After determining that the resource-based approach and the general and private organizations have the competitive superiority, the survival times of general and private organisations with a market-based perspective and whether they have a sustainable competitive superiority It is considered a decisive factor. Therefore, the surveyed organisations have been selected among the firms that have continued their activities for at least 7 years and more.

#### **Findings on resource dependence mitigation strategies**

1. The impact of managers-management boards on the success of the strategy of managing resource dependence is greater than the size of the work they address in general organizations, according to the special organizations. This effect is not related to efficiency and is related to effectiveness.

2. The impact of the strategy of managing resource dependence on the sustainable competitiveness of vertical growth has been observed that general organisations use this method much more than the special organizations, and the capacity of the private organizations to increase their capacities They can choose vertical growth when they're on their way.

3. In general and private organizations, the mergers are invisible. Purchases are observed in both types of organizations.

4. Diversification of the general organizations, the diversification of the dependent diversification, the variations made by the special organizations in the form of independent diversification.

5. The network organizations used to reduce resource dependence of circular organisations are in the internal and balanced network organization structure and the networks used by the special organizations are in the structure of dynamic network organization.

6. The strategies for reducing resource dependence have been observed not to be used in both general and private organizations.

7. The effect of outsourcing to resource dependence is observed in all business areas except for the main work in special organizations when it is aimed at supporting functions in general organizations.

8. Joint ventures from the strategies for reducing resource dependence have been determined to be seen in general organizations. Private organizations have difficulty in seeing joint ventures due to the problem of intimacy and trust, and this situation has been seen to overcome through the establishment of cooperative.

9. Determining the prices of general organisations in the sustainable competitive superiority of strategic alliances from strategies for reducing resource dependence (with gentleman agreements), providing social legitimacy and managing legal legislation In a very easy way, it is determined that the alliances in the special organizations are much less apparent.

10. The small production capacity of the general organizations has been found to establish an alliance with the major global organisations in order to sustain their lives.

11. Unions and associations from the strategies for reducing resource dependence are very high in the global organizations of the impact of sustainable competitiveness, because of the low production and financial power of the private organisations, the union and its associations are more ineffective Used.

12. Both general organisations and specialised organisations actively utilize the strategies of reducing resource dependence to gain the superiority of sustainable competitiveness of political movements.

13. Both the general organizations and the private organizations have expressed their legitimacy. Special organizations tend to maintain their legitimacy with product quality, general organizations and brand value. General organizations tend to emphasize product differences with applications such as geographical marking, while the national and international market needs legitimacy to be able to compete with different niches.

14. Organisations tend to grow and in desire, they see the regulatory activities as obstacles according to the organisations that maintain their position.

15. General organisations use contracts to manage resource dependence due to the economic and legitimacy of their power. The private organizations stated that they were powerless and that their contracts did not provide an advantage to them.

#### **Findings on organization markets**

1. The private organizations focus on the domestic market, the top price, the general public with mass production and exports mainly to the public.

2. Small general organisations are working in coordination with large general organisations to provide resource flows.

3. 23.71% of the circular organizations are working on the domestic market according to the 76.29% foreign market, while the special organizations work for 92.5% domestic market, 7.5% of exports.

#### **4. Discussion**

The cost leadership of circular organizations has chosen the strategies for reducing resource dependence as a axis, and the differentiation of specialized organizations has been determined to use resource dependence strategies as axes.

While private organizations focus on the domestic market, the top price, the general public is focusing mainly on exports with mass production. In order to provide

resource flows, small general organisations are working in coordination with the great general. Customers of special organizations are HAL wholesalers and hotel-restaurant-cafeteria firms. 23.71% of the circular organizations are working on the domestic market according to the 76.29% foreign market, while the special organizations work for 92.5% domestic market, 7.5% of exports. As a profitability, special organizations have higher profit rates than general organizations.

Research on the application of resource dependence mitigation strategies in the group populations of general and private organisations, such as journalism, restaurant and market sectors for further studies, tourism and water products are suggested to investigate the niche conflicts arising out of their populations sharing the same work and the solution paths within the framework of the theory of resource dependence of these conflicts.