

## SETTLING INTERNAL STRENGTHS AND EXTERNAL DEPENDENCIES: A CONCEPTUAL FRAMEWORK INTEGRATING RDT AND RBV THEORIES FOR ORGANIZATIONAL SURVIVAL

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### ABSTRACT

The purpose of this study is to explore the integration of two mainstream theories of strategic management rooted in resource Dependency Theory (RDT) and Resource-Based View (RBV) in utilizing the internal strengths and external dependencies of companies. This study will explore the area of theory integration by using a literature review method that involves the collection, analysis and synthesis of influential publications on both theories, semi-systematic literature review is carried out with narrative analysis techniques. The results of the study provide a conceptual framework in understanding organizational strategy and to gain stability in managing the main sources of competitive advantage and dependency of the organization. Studies of how organizations are leveraging their internal strengths, and external dependencies can reveal improvement trends and under-explored areas in strategic management research. The implications of exploring the integration of these two key perspectives will enhance the prospect of using both theories together in strategic planning, organizational behavior and decision-making, and serve as an integration view for managers to engage in process utilization. Internal forces and external dependencies are rooted in two mainstream theories: Resource Dependency Theory (RDT) and Resource Based View (RBV). This study explores the area of integration of these theories using a literature review method that involves the collection, analysis, and synthesis of existing influential publications from both theories. The implications of this research provide a conceptual framework in understanding organizational strategy and to gain stability in managing the main sources of competitive advantage and dependency of the organization.

**Keywords:** Literature review; Resource Dependence Theory (RDT); Resource-based View (RBV); Integration; Conceptual Framework

### INTRODUCTION

Resource Dependence Theory (RDT) and Resource-based View (RBV) are both important theories in strategic management. They focus on different perspectives of resources with each of their significance for organizations. The problem of acquiring and maintaining resources would be relatively easy to overcome when organization has full control of their operation, but this seems to not be realistic since central to this control is the concept of control over critical resources that are VRIN or valuable, rare, imperfectly imitable, and not substitutable (Mat et al., 2022). This VRIN model later became one of Barney's most important contributions influential in RBV theory (Mat et al., 2022). Yet, there is no organization that does not depend on other organizations, but rather they are constrained by some interdependencies with other organizations. At this point, RDT suggests organizations respond to external interdependencies or otherwise will lead to the organizational survival problem (Fiorini et al., 2018). Resources are necessary to seize opportunities and respond to threats, and for business this is simply the rate of net change and the ability to increase its income stably (Putra et al., 2021). Financial sustainability resulting from resources function is intrinsic and core goal of every profit and nonprofit organization, it serves as the key factors that will drive positive change and encourage the shift of a business model (Costa, 2023).

No organizations are autonomous, even seemingly self-contained organizations need to have some transactions with their environment and organizations don't operate in vacuum, not self-contained or self-sufficient (Robertson, 2024). Organizations are both effects and are affected by their environment (Arbogust, 2020), and organizations change overtime in strategies include structures or in many other areas, strive to decrease others' power over them and to improve their power over others. While RBV stands as one side of the coin of organizations' existence, RDT stands at the other side advocating the resource dependence argument and interorganizational relations. The question of which resources should be acquired and maintained are suggested by RBV in the focus that only resources contributing to the planning and implementation of strategies that increase efficiency and effectiveness alone is referred to as firm resource and it relies on ownership of specific essential resources with value and inimitable character (Lubis, 2022). While both theories assert that organizations have responsibility to create value through managing its resources and interdependencies on external and internal contingencies, this indicates that the integrating view provides a constructive frame to study further, for being not only questioning on which resources, but also on which dependencies (or stakeholders) take precedence over others (Freeman & Dmytriiev, 2017).

Prior literature has identified the research gap for integrating RDT and RBV as particularly productive and the emerging business uncertainties entail the integration of multiple perspective while retaining the clarity of each theoretical perspectives (Nayek et al., 2022), the identification serves as the purpose of this study. The problem formulation in this research is that the interaction between organizational strategy formulation and its environment is complex and cannot be defined in a single theoretical approach (Nayak et al., 2022). Therefore, this research has an agenda to shape the theoretical approaches of RDT and RBV in an integrated conceptual framework using literature review with examination over selected articles in RDT and RBV. The narrative synthesis of this literature review method brings to the analysis of the integrated conceptual framework as the research finding to provide valuable insights into the conceptualization of organization strategy (Madanaguli et al., 2023). This study will also discuss theoretical complementarity of how organizations can leverage internal strengths while also managing external dependencies for survival. For a business to survive, besides the importance to understand the context of internal analysis like how to configure and coordinate its resources through activities that produce added value and making organization resilience (Mehta et al., 2024), recognition of market with homogenous economic, political and social backgrounds is also necessary (Valaskova, 2022). Finally, the conceptual framework highlights the constructive view for integrating these two mainstream theories of resources to support the organization-environment relations to satisfy the client and society (Comănescu et al., 2018).

## **LITERATURE REVIEW**

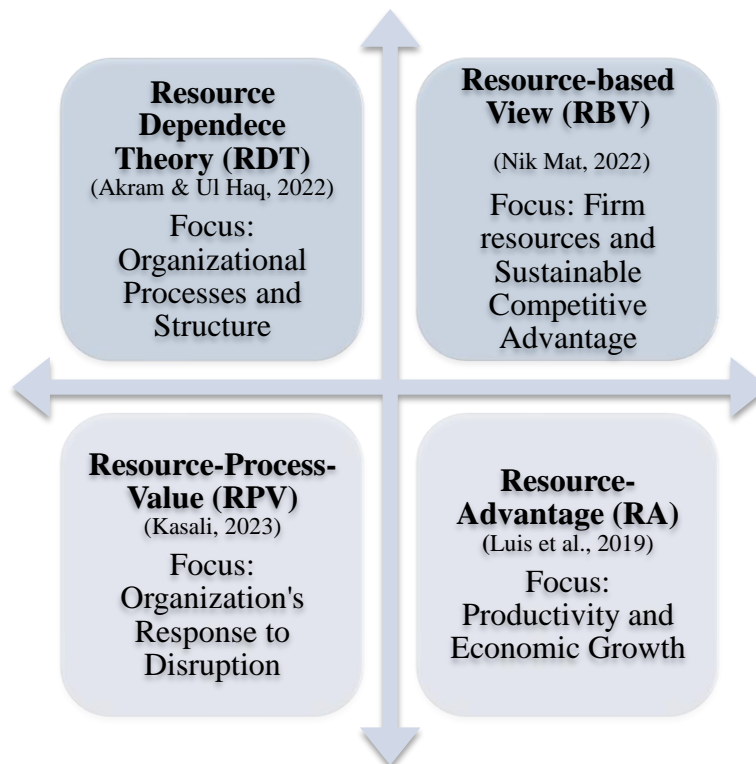
Study on RDT has a long way of integration with other theories especially with agency theory where the separation of control and ownership can cause numerous problems in managing the external dependencies, yet the strategic management field is far from converging (Durand et al., 2017). Beyond the agency proposition, RDT and agency theory suggest that the use of integrated approach between agency and resource-based theories can mitigate the issues of resources utilization by its agents (Akram & Ul Haq, 2022). Moreover, when the agency problem arrives with the problem of different attitudes toward risk perception between principal and the agent in the increasing of globalization and information technology that becoming driving factors for competitiveness (Bakri et al., 2024). The integration also

correspondent to group magnitude where larger board size can minimize the agency problem because can more effectively monitor and control agent's opportunistic behavior (Bakri et al., 2024), and the support of strategic factors that enable the internationalization through board's human capital resources (Purkayastha et al., 2021), as well as to support the structure and actions of the board in times of governmental regulatory change and the condition where manager have opportunity to make self-interested decisions (Yan et al., 2021). Furthermore, studies on organizational external stakeholders and their influence on the organization's strategy and operation had contrasted the perspective of open system with the traditional view of closed system and looking at firm-centered perspective where the focus is on the performance of its value capture opportunities (Lehtinen et al., 2019). The open system view organizations as interdependent entities that constantly interact with and are influenced by external environment like suppliers, customers, regulatory bodies, including competitors. The idea that competitors should at one point of time cooperate with one another and bring promising opportunities has continue to gain traction since it was initially explored in the 1990s (Bradenburger & Nalebuff, 2021). The open system approach also highlights coalition behavior as a way for organizations to respond to pressure from the environment, by agreeing to interest demands and establishing coalitional relationships (Febrianti et al., 2024).

Despite the differences between RDT and RBV, some scholars argue that there is overlap between them and therefore both theories could and should be combined, and both are used in decision making as the strategic management theories should have grown to fulfill the internal and external needs of organizations (Mong et al., 2021). The association of RDT to other theories has two kinds of relationships, one is the vertical dimension where RDT explicitly draw more general concepts and the horizontal dimension where RDT extend along with other theories in terminology and content, the last one is the most obvious and exists with RBV and industrial organization theory for competitive advantage (Nayak et al., 2022). The overrunning with RBV terminologically and in content draws attention to integrating both in the center piece of theoretical core that the control over crucial resources is the most important factor for organizational survival. Along with RDT that has a stronger external perspective, RBV caters a more internal perspective where companies gain sustainable competitive advantage by implementing strategies that utilize their internal strengths, through responding to opportunities in the environment with neutralizing external threats and avoiding internal weaknesses as well as adapt to current situations with the right strategies that could result in a positive effect on organizational performance (Mat et al., 2022).

RDT although discussing how organizations manage dependencies on external resources, stemmed from a situational perspective for understanding organizations process like the role of its managers (agents), one response to a given situation, the context of that behavior, and suggest collaboration in the supply chain to seek higher performance gains in the long run (Kim et al., 2020). The context is important in the analysis because organizations are seen as an open system as explained earlier yet still influenced by external factors. The core concepts of RDT are that the social context is matter, organizations must have strategy to enhance their autonomy over dependencies and last is the concept of power in which not just having rationality or efficiency, but more importantly is control over internal and external environment and actions (Akram & Ul Haq, 2022). Clearly this identifies that major themes in strategic management field has widening scope with one based upon RDT and the other one centered upon RBV while both possesses unifying believe concerning resources to be observed. This shows that the varied of strategic management field has been extended by the development of its own concepts, theories, and research stream (Durand et al., 2017), including the resource-based view and resource dependence theory stakeholder theory (Freudenreich et al., 2020), the

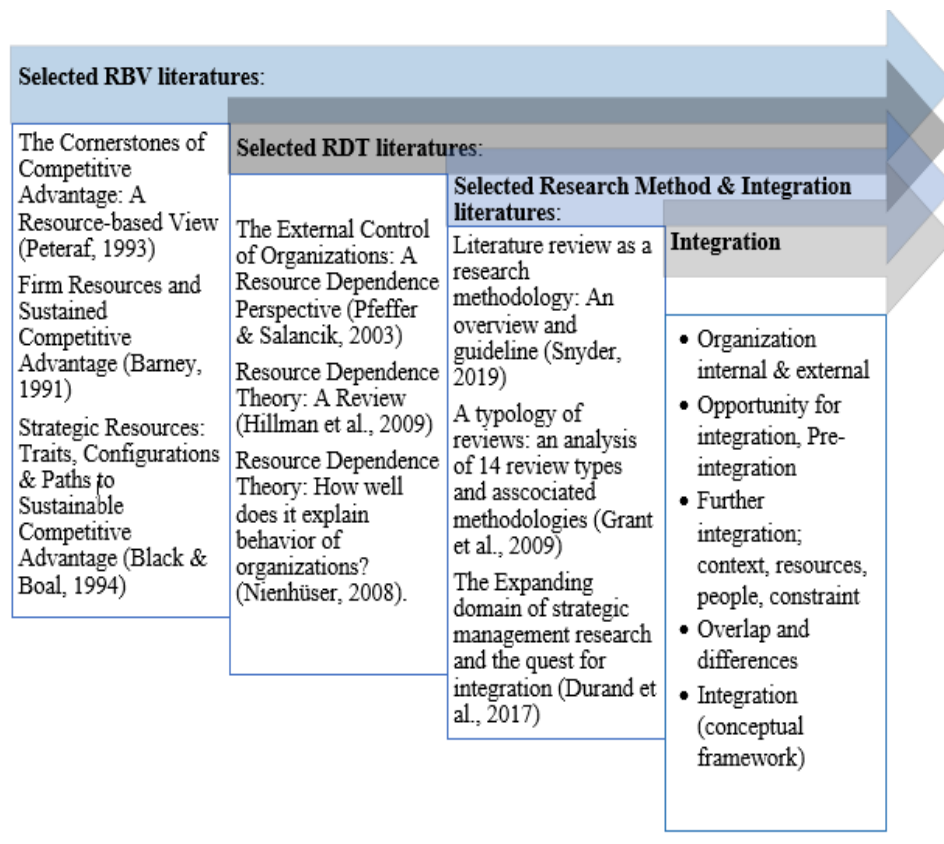
concept of competitive advantage as well as other theory of competition like Resource-Advantage (RA) theory (Luis et al., 2019), and Resource-Value-Process (RVP) theory of book *Creating and Sustaining Successful Growth, the Innovators' Solution* (Kasali, 2023). From all the above theoretical background, this study reviews and analyzes the opportunity for integration of RBV and RBT as shown below in area with dash type line:



**Figure 1. Multiple Theoretical Perspectives of Resource Dependency Relationships**  
 Source: Author, 2024

## RESEARCH METHOD

Building research on existing knowledge of strategic management theory has been discussed widely in a lot of different disciplines and this task is increasingly becoming more and more complex, this is why using a literature review as a research method is considered relevant (Snyder, 2019). A purely systematic literature review may not be suitable as review of all articles in the domain on RDT and RBV may not be possible, therefore a semi-systematic literature review is conducted. Collecting, analyzing and synthesizing previous research are well suited for scoping the existing literature to identify the prominent integration themes. Semi-systematic or narrative review is designed for topics that have been conceptualized differently and studied by various groups within diverse disciplines follows scientific procedure to replicate studies conducted by other researchers. The method is used in this qualitative research with narrative analysis technique, which technique can be broadly defined as a procedure for this study. The contribution of this literature review research is useful to map and understand relevant previous research discussion for a conceptual analysis that allows for consolidation upon fragmentation of knowledge. The perceived weakness of this literature review method is lack of maximizing scope in analyzing the identified particulars for synthesizing them either in textual or tabular or both. Below figure shown the selected literatures in semi-systematic or narrative method in the research:



**Figure 2. Selected Articles for Semi-Systematic/Narrative Method**  
 Source: Author, 2024

## RESULTS AND DISCUSSION

### Organization’s Internal and External Perspectives

The internal process of an organization is the most visible and subject to redesigning when things go wrong or do not meet the expectations of the shareholders. Managers are to be transferred or removed for being assessed accountable for the organizations’ unwanted outcomes. The internal perspective tends to see that problems can be overcome by changing people or other resources within organizations and as a set of relationships among individuals (Freudenreich et al., 2020). The concept of the significant actor as key to success or survival might first drive to the discussion of leadership topic, but Pfeffer & Salancik (2003) had long noted that reason for expecting in the individuals is less effect on organizational outcomes than would in an organization’s context although among individuals who affect or affected by business operation (Freudenreich et al., 2020). While the context here is the organizational environment, it is the external basis for judging organizational effectiveness and therefore makes the concept of environment become important in this discussion. Every event may confront the activities or outcomes, but not every event affects organization and organization also do not respond to every event.

One of the most important influences of the response to environment is the organization itself with its resources to achieve competitive advantage (Nayak et al., 2022). The other concept important to understand organization-environment relationships is constraint,

constraint is present when response to a situation is not random, and constraint on behavior are considered restricting innovation and adaptation. In article *Business Cycles: A Theoretical, Historical and Statistical Analysis of the Capitalist Process* viewed innovation as is not intellectual achievement, but as a social phenomenon namely leadership operates in entrepreneurial activities and market power and seeking obsessively for innovation advantage (Yueh, 2023).

The inside-out and outside-in perspectives of Lepoutre (2008) helps to reckon that the basic proposition for building sustained competitive advantage of an organization is on both internal as critical element and on external forces as the crucial component effecting competitive advantage. RDT stresses the external environment by explaining actions and reactions with distribution of power and control outside organization to the demands of the external environment with preparedness which refer to sensing possible threats and risks as well as awareness of solutions (Mehta et al., 2024). RDT explains market behavior of organizations, that is the power, and power itself is explained also in organizational structures and corporate governance with its critical responsibility for value creation (Akram & UI Haq, 2022). Further, Pfeffer’s RDT demonstrates the importance of exchange and power relations in and around organizations, with emphasis on power and attentive expression of repository about strategies available to organizations in creating value (Akram & UI Haq, 2022).

While RBV is focus on internal view with scarce and inimitable, superior resources or heterogeneity within an industry, durability of the heterogeneity or sustaining the resources inimitable, and imperfect mobility to prevent cost from offsetting the income derived from resources (Barney, 1991; Peteraf, 1993), it is also recognizing the importance of causal ambiguity and information processing system to be the source of competitive advantage (Barney, 1991). The competitive heterogeneity resources proposed by RBV had been revisited in prior research to be the comparative firm advantage (downward to the firm level) likewise the comparative advantage the nation level (Madhok et al., 2010). Below is the pre-identifying of opportunity for integration from both propositions:

**Table 1. The Convergence Ideas Used by RBV, Organization Internal and External Perspective**

Basic ideas	RDT propositions	RBV propositions	The convergence, ideas used by RBV
Environment as a source of uncertainty and constraint	<u>ENVIRONMENT:</u> . Organizations or its subunits controlling resources that other actors need have power over these actors . The larger the dependency on resources the more likely to meet the demands of who control the resources	<u>RESOURCES:</u> The source of competitive advantage are physical capital, human capital, and organizational capital as resources that are VRIN (valuable, rare, imperfectly imitable, and not substitutable)	The resource-based model (Strengths & Weaknesses) and the industry attractiveness model (Opportunities & Threats). (Barney, 1991)
Environment and external distribution of power	<u>POWER &amp; CONTROL:</u> . The more organization is dependent, the higher the amount of uncertainty and the more it will try to reduce the uncertainty . Uncertainty triggers off strategies to reduce uncertainty	<u>SUSTAINED COMPETITIVE ADVANTAGE:</u> The source of sustained competitive advantage must focus on resources that are heterogeneity and immobility	The five competitive forces model (Rivalry among existing firms; potential entrants, supplier, buyer, substitutes) Porter (1998) Both views influence organizational and

Basic ideas	RDT propositions	RBV propositions	The convergence, ideas used by RBV
			industry level of strategies on Merger and Acquisition
Environment and internal distribution of power	<p><b>POWER &amp; CONTROL:</b></p> <p>. Stakeholders are not only to be found outside; actors/sub-units most able to cope with the organization's critical problems acquire power in organization</p> <p>. Actors/sub-units try to extend their power over their contribution to safeguard of resource</p>	<p><b>SUSTAINED COMPETITIVE ADVANTAGE:</b></p> <p>The source of sustained competitive advantage are resources that are VRIN (valuable, rare, imperfectly imitable, and not substitutable), this includes broad range of organizational, social and individual phenomena</p>	<p>These resources are subject of a great deal of research of Organizational Theory and Organizational Behavior</p> <p>Barney (1991)</p>

Source: Pfeffer & Salancik, 2003; Nienhüser, 2008; Barney, 1991; Porter, 1998

Explanation on Table 1. will be discussed in the section below together with the basic concepts for a contextual perspective as the primary ideas.

### The Basic Concepts for A Contextual Perspective; Environment, Resources and Constraint

An integrated interactional approach as shown in the far-right column of “Opportunity for Integration” is derived from and engaging in both theories, developed to address the problem of uncertainty and constraint from environment. The integration model can be explained by pointing back to the postulation in *The External Control of Organizations: A Resource Dependence Perspective* 's Pfeffer & Salancik (2003), that is to explore it from the basic idea necessary for understanding and designing organizational action. The four measures that organization can deliberate over to settling its internal strengths and external dependencies using RDT and RBV integrating framework are structured below, this is a further identifying of possible integration following the above pre-identifying:

1. RDT: It starts with understanding the context of organization, that is the environment. The environment has constant change, new organizations enter and other exit, when this change takes place, organization face either of not surviving or of changing their activities as response to this environment factor or context (Pfeffer & Salancik, 2003).

RBV: Organization obtains sustained competitive advantages by implementing strategies that exploit their internal strengths while avoiding internal weaknesses, responding to environmental opportunities and external dependencies that threat organization (Barney, 1991).

Integration: The context that provides internal and external analysis is the integration area of both perspectives. The importance of context for both theories bring convergence as a sign of the field's vitality.

2. RDT: Questions about how resources come to be acquired are most of the time neglected, organizations have been focused on the problem of using resources rather than the problem of acquiring them. A good deal of organization behavior put the existence of resources first then the use of it. The use of resources always presupposes their existence; therefore, organization must first clarify which resources are the critical ones and the real problem is where the resources come from (Pfeffer & Salancik, 2003; Nienhüser, 2008; Wronka &

Szymaniec, 2012) and secure the way to acquire it so that the missing of that resource will not endanger operation.

RBV: Resource-based work has focus on two critical factor which to preserve the heterogeneity, there must be forces which limit competition for that source of resources, and there must be mechanism to protect organizations from imitation and preserve their resources stream (Hoopes & Madsen, 202).

Integration: The resources, responding to the question of which resources (the critical one) and where or how to acquire it (the source) and how to maintain it possession so that remain in control of the organization thus providing organization a power over other organization is the integration area of both perspectives.

3. RDT: Organizations are after all composed of people; the importance of people is logical inference drawn from their presence. The concept of the omnipotent actor has led to the search of the unique set of skills and talents that can produces success for the organization (Pfeffer & Salancik, 2003), and to control management's opportunistic behavior due to more set of skilled and talented individual that may endanger organization (Bakri et al., 2024). The ability of management to act is also limited by resources and bounded rationality applies to managers (Nienhüser, 2008), and those who possess great power tent to select someone to fill a position who can maintain and enhance their power, thus powerful external stakeholders will influence the filling of critical positions in the organizations for their control (Nienhüser, 2008).

RBV: Rather than being not discussed at RBV, the people and social of organization in resource-based model is anticipated in a more firm integration by a rich source of findings and theories concerning rare, non-imitable and non-substitutable resources in organizations (Barney, 1991), information processing system can be a source of sustained competitive advantage, including an efficient flow of information among managers, the ability to digest and analyze large amount of information in short time, and ability to share efficiently and effectively (Barney, 1991).

Integration: The organization behavior and the people who become the actors (agents) that enable an organization to plan and execute its competitive strategy including how to lead the information processing among managers adds crucial force to the execution of the strategy shown consolidation of both perspectives.

4. RDT: Another important concept within RDT analysis is the constraint, behavior is naturally constrained by tangible realities, social phenomena, information flow, rationality, as well as by personal preference. When organizational actions are constrained and the contextual factors do predict organizational outcomes and activities, then managers can adjust and facilitate the organization's accustoming to its context to reduce the uncertainties cause by the constraint, the proposition is to implement the right strategy (Pfeffer & Salancik, 2003; Nienhüser, 2008).

RBV: Firm resources with a wide variety may be socially complex, differences caused by interpersonal relations among managers, firm's culture, firm's reputation perceived by suppliers and customers may add value to organization. RBV supports imperfectly imitable resources that may be very complex social phenomena. When competitive advantage is based in such complex social phenomena, the ability of other firms to imitate these resources is significantly constrained (Barney, 1991).

Integration: Dealing with the constraint itself has become the focus of both perspectives, while one seeking to build power from resources control to reduce uncertainty, the other seek to build inimitable path of learning that is not possible for competitor to copy or only possible for competitor to understand partly (not perfectly) specify how socially complex resources and



its constraint has become unifying language to response to threats and uncertainty. Environment can clearly constraint action, but teams can mold their environments as external perspectives look at the interplay between team and environment (Ancona, 1991).

### A Conceptual Framework, Integrating RDT and RBV

The work of integrating will first look at how both perspectives are different and in what areas they overlap. Exploring the integration needs a comparative table and, in more detail, study will probably need a cross-analysis, but due to the limitation of this research, this work will only highlight the essential areas where these theories have differences but also opportunity for integration. The essential areas are as shown in below comparative table:

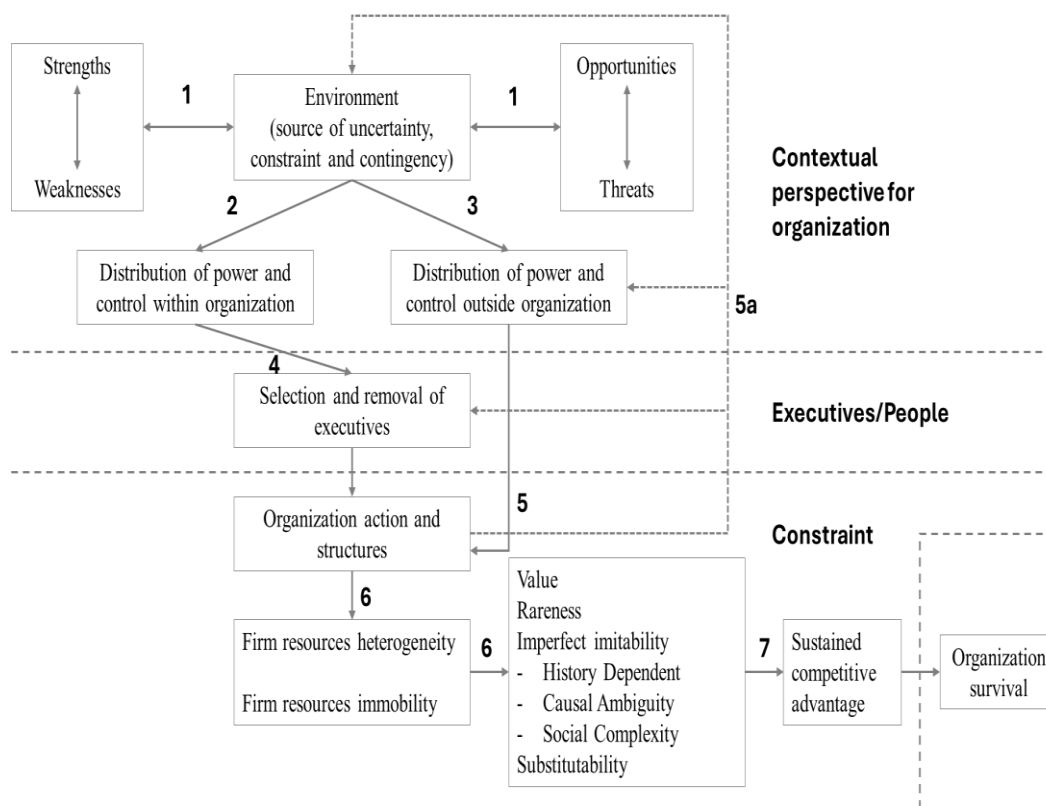
**Table 2. Essential Area of Differences to Integration between RDT and RBV**

Essential areas	Differences		Opportunity for Integration
	RDT	RBV	
Perspective, environment context	External environment	Internal resources & capabilities	Which firm can do it better? Environment (those controlled by other firm), competition assumed to include current and potential competitors poised to enter the industry
Unit of analysis	Organizations and its external environment (manage external dependencies, e.g. merger, acquisition, strategic alliances)	Organizations and its internal resources & capabilities, individual firms	Efficiency relative to competition between two firms. Analyzing firm's opportunities & threats in its competitive environment
Competition focus	Industry level with strategic movement	Resources, firm level with unique competency	Organizational capabilities and dynamic capabilities
Key concepts	Power, control, managing dependencies with external environment	Firm resources that VRIN (valuable, rare, inimitable, and non-substitutable)	What can be done better by which firm? Prescribe competitive heterogeneity that led to comparative advantage model to control the competing firm
Constraint	External, who own critical resources, and who's in control?	Internal, which resources, and from where?	External and internal analysis of resource-based model and environmental models of competitive advantage
Theoretical foundation	Sociology of organizations and theory of power	Economics, heterogeneity resources, and competitive advantage	Reconciling different theories which allows to view through a common lens, rather than competing theories

Source: Barney, 1991; Peteraf, 1993; Hamel & Prahalad, 2003; Pfeffer & Salancik, 2003; Nienhüser, 2008; Madhok, 2010, Durand et al., 2017; Teece, 2022

As explained earlier, the context is considered the most important factor in understanding organization and its environment, and the possibly integration framework will start to examine how these both perspective of RDT and RBV can interplay in shaping the future market leadership. The basic concepts of a contextual perspective for organizations (Pfeffer & Salancik, 2003) are critical as market leadership today might not be market leadership tomorrow. The context for today's world is that the old motor of growth like land, capital, and natural resources is no longer matter most, the quantitative assets has been replaced by a qualitative feature to the quality, organization, motivation and self-discipline of the actors of

people in organization (McRae, 1994). What today questions might not be relevant in the future, and organizational success towards future must be driven by a point of view about the future of the industry: how do they want this industry to be shaped in five or ten years ahead, and whose view of the future is driving the organization’s agenda, is it our organization or the competitors? (Hamel & Prahalad, 2003). As explained earlier, the context is considered the most important factor in understanding organization and its environment, and the possibly integration framework will start to examine how these both perspectives can interplay in the basic concepts for a contextual perspective for organizations and for maintained (Pfeffer & Salancik, 2003). The context for today’s world and applicable to organizations too is that the old motor of growth like land, capital, and natural resources is no longer matter most, the quantitative assets has been replaced by a qualitative feature to the quality, organization, motivation and self-discipline of the actors of people in organization (McRae, 1994).



**Figure 3. The Integration Conceptual Framework of RDT And RBV**  
 Source: Barney, 1991; Pfeffer & Salancik, 2003; Nienhüser, 2008

### Explaining The Integration, A Conceptual Framework

The integration that addresses future landscape of industry and who’s is in control and in power of the resources and competition explained in the framework that promoting cohesiveness. The range of processes again will start at the contextual perspective with steps 1-3. Step 1 depicts the connection between environment and the analysis of SWOT, that is from the perspective of resource-based model and industry attractiveness model. RDT suggests that the environment might provide the critical resources needed by organizations, to be able to understand one must first clarify which and where to acquire those resources with all other conditions supported including the management, financial resources and creative resources (Comănescu et al., 2018). RBV analyzing not only an organization opportunities and threats in

its competitive environment, but also has attempted to describe the environmental conditions, the five competitive forces of Porter (1980) describe the attributes of an attractive industry very well (Barney, 1991).

Step 2 represents internal distribution of power with stressing the RBV focus of social and individual phenomena in organizational broad range (Barney, 1991) and one of the main hypotheses of RDT that the sub-units in organization are most able to cope with a critical problem is the one who acquires power. Step 2 leads to step 4 when organizations must configure and reconfigure its structure by selection and removal of executives. Members of the powerful sub-units will influence information seeking criteria so that it can contribute to reduce the uncertainty (Nienhüser, 2008). Step 3 explain that the management has a mechanism that functions to perceive and interpret the environment, three functions mentioned in Pfeffer & Salancik (2003) and Nienhüser (2008) work, that is the scapegoat function, decision making function and legitimizing function. The three functions guiding the organization action and structures and by the relationship of step 5 and 5a the framework describe how action in return effect the executive team reconfigure and affect the distribution of power and control outside organization as well as impacting the overall contextual environment as the strategy to reduce dependencies.

Steps 6 and 7 are obviously the formal strategic planning as the action of organizations relating the resource heterogeneity and immobility as the source of competitive environment with VRIN resources as the source of sustained competitive environment (Barney, 1991) and comparative advantage introduced at the early discussion of this study. Evaluating these steps as the organization various strategic planning process may help resolve some conflicting results from organizations action and structures thus creating causal ambiguity for competitors. The framework provides three areas highlighted with the executives or people in the center to better explicit the role of managers (executives), while about the contextual perspective and constraint have been explored in the early discussion. The role of managers is somehow not most developed in the resource-related processes, managers strategic choice is as important as what an organization does with its resources and which resources it possesses, meaning that the full value of resources for creating competitive advantages is realized only when resources are managed effectively (Sirmon et al., 2012).

## CONCLUSION

The conceptual framework has introduced the efforts of organizations to reduce dependencies on external sources while settling it internal strengths in a relationship between the two-mainstream resource-related theories of strategic management. To better explain the role of managers or executives (people) in this framework has also become a growing stream of work emerging from the join perspective of these two theories. Stakeholders' perspective was brought in as the framework put the contextual perspective covering all aspects that influence the organizations as the starting point to understand and finally to make decision on organizations' future. The two strategic management theories, the Resource Dependence Theory (RDT) and the Resource-based View (RBV) has contributed a lot to the business and management research, and the quest for integration has set a period of consolidation without ignoring of the field's richness as shown in the fragmentation of the theories (Durand et al., 2017).

### Theoretical and Managerial Implications

1. Although RDT and RBV are two distinct theoretical perspectives in strategic management with its own focus and underlying assumptions, approaching the analyzing of similarity and studying how they both consolidate has increase the prospect of using both theories together or which orientation is dominate in strategic planning, organizational behavior and decision making (Wronka & Szymaniec, 2012).
2. By exploring the integration of these two major perspectives in strategic management, future study and exploration can additionally investigate and apply RDT and RBV in sector-specific applications to understand how this integration manifest in various unique environment including at non-profits organization.
3. Work on resource management distinguishes the process and the resources being managed, the process refers to managerial capabilities (Sirmon et al., 2012), this conceptual framework will serve as integration view for managers to engage in structuring, bundling and leveraging that process.

### **Limitation and Future Research**

1. Review of past research is a useful mechanism for fostering integration within strategic management field and such synthesis can assist future research to distinguish novel contribution from reformulation of existing knowledge (Durand et al., 2017). This research may not be advanced enough to contribute to the integration due to its limitation in empirical measurement and therefore the integration work provided is likely only to be piecemeal.
2. Strategic management is not the only field that evolves toward a single paradigm, the quest for integration continues to find shared theoretical beliefs and values over fragmentation. This study, however, may come with summary but still it only provides contribution and conclusions that are open to bias since the selected literature might just support subjective worldview of the author (Grant et al., 2009).
3. More work is needed as the resource management framework advanced; other scholars has developed resource orchestration which derived from the research of resource-related and dynamic capabilities theories, therefore different strategies at the corporate and business levels still require to add richness to current theories (Sirmon et al., 2012).
4. This study may not be very update with the advancement and the latest quest for research information in the field of strategic management especially in these two theories with its application in business as well as in nonprofit organization since there are still many recent studies conducted both in quantitative and qualitative methods, however this study add another view that the integration and integration of resource-based perspective is the most relevant approach dominantly to analyze the success or failure of organizations thus providing solutions on the how to proceed with competitiveness and to avoid the weaknesses might come across.

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