The Role of Strategic coordination of the organizational elements in Iranian Petroleum Engineering and Development Company Performance (Based on the theory of strategic reference points)

Roozbeh Khandan and Mahnaz Rabiee

INTRODUCTION

the term coordination can be considered synonymous to management strategy. To assess the degree of coordination of organizational elements on the performance of an organization, typically three approaches are considered: the rational approach, natural approach and strategy formulation on the basis of strategic reference points (SRP).

When the issue of strategic management in the global management circles is discussed seriously, scientists in this field, including Ansef, Quinn, Minteziburg, Hamel, Porter and ...were looking for ways to determine the generic strategies (strategies applicable to various companies). The way many of these scientists have proposed models, some of which have remained due to insufficient coherence and comprehensiveness, haunts and some of these patterns have been forgotten.

The hotter the strategic management of technology and consulting companies including General Electric and Boston Consulting Group also joined the ranks of the modeling and the modeling field of strategic management. The important consequences of researchers and modeling, one can point to the following models and concepts:
1. Porter Competitive Strategies
2. Miles and Snow's four strategies
3. three strategizing models of Minteziburg
4. Quinn Change Strategies
5. Five Ps of Minteziburg
6. Model of Strategy Technology Construct of Woodward
7. The framework of evaluation and selection of strategies within General Electric (GE-IE)
8. SWOT matrix of assessing the environment and strategizing
9. The Boston Consulting Group matrix strategy (BCG)
10. Position and action evaluation matrix strategy (SPACE)
11. key matrix Christensen (Grand Strategy)
Statement of Problem:

Strategic management is a set of decisions and actions that led to the design and implementation of strategies to achieve the goals of the organization (Pearce and Robinson, 1988, cited in Armstrong, 2002; 18) and strategic planning is a rational and organized process to achieve organizational goals, explore areas of competition, analysis of alternative strategies, coordinate and align activities and to formulate policies that will guide decision-making and performance management.

Strategy is “the general direction of movement of mail to the desired position on the conceptual level” (Arab, 1370). Today, most organizations use a set of related strategies instead of adopting a comprehensive strategy, each designed for different levels of the organization. In large organizations with multiple products, three major strategies include:
1. strategy (firm),
2. business strategy (business), and

It is worth noting that the first level and second level combine in smaller organizations and create a level (Efficiency Center of Japan, 1993, 3)

The strategies in addition to responding to environmental conditions are coordinated with other levels of strategies and the strengths and competitive competencies related entity and with the company as a whole. The word "harmony", "Fitness", "consistency" or "attunement" is the fundamental issues in the field of strategic management. Population Ecology Model and contingency theory is rooted in this concept and plays a central and essential role in the application of the concepts of "contingency" in the following fields; The relationship between structure and technology, Leadership styles, Compatibility with the environment and business-level strategy.

Evaluation studies show that the some consider strategic coordination as coordination between the elements. The subject that is very important is the relationship between strategy, structure, technology, culture, etc. can be How established. The term corporate culture is necessary to note that it was originate from the general sense and then it became common using the sciences such as organizational behavior, management and marketing literature (J. Hogan and Soelon, Cote Leonard 2013).

In fact, in order to compare and linking the various elements of the enterprise should be applied equally common language and literature. Strategic reference points 1are recommended precisely for this reason.. Theory of strategic reference points was published first in 1996 by Fignbaum 2 in the article by the same title. This theory also suggests that the mechanism by which in addition to implementing a new approach to compiling the various levels of the organization, together we can find a common language for comparing elements. In summary, three factors, according to the theory of organization, attention to the environment and time recognize the central importance of strategies. Organizations can determine their current status relative to reference points and act strategically selecting appropriate strategies. Strategic reference points are the points used to coordinate and if all elements and systems coordinate their work, a full synchronization occurs.

According to this theory, according to the Iranian oil industry in economic development and GDP; this study will attempt to answer the question that indeed what is the role of strategic coordination of the organizational elements of Iran's Petroleum Engineering and Development Company to improve performance. To develop effective strategies to shade it provided the company's performance and progress. Corporate communications in the oil industry can be seen in eight fields of employee relations, public relations, measuring thoughts and social studies, media relationship management, communication with stakeholders and audiences, content publishing, external communications and electronic communications divided based on each signifying a strategic reference points and four direction strategic communications.

In this research the strategic coordination of organizational elements (strategy, structure, technology, culture and human resources) are the independent variable and the dependent variable is firm performance.

Hypothesis (research questions):
1. The strategy influences on Iran's Petroleum Engineering and Development Company performance improvement.
2. Coordination of strategies and organizational elements based on the theory of strategic reference points Petroleum Engineering and Development Company lead to better performance.

Research Term:
1. strategic reference points which are targets and reference points that managers use for evaluating options, making strategic decisions and communicating key organizational priorities.
2. strategic coordination: Internal and external coordination at three levels of strategic are called coordination strategy
3. Strategy: strategy is to set long-term goals and aspirations essential for a company to accept a set of actions and the allocation of resources to achieve these objectives and ideals (Chandler, 1962, cited in Armstrong, 2002; 47).

4. Organizational Structure: The organizational structure is hierarchical composition or part of an organization based on business units. Structure can be considered as an order or government departments. Blue 24 (1974) defined organizational structure as: "appointing persons in various parts of organizational behavior, the social posts, posts that the institutional relationships that affect people "(Hall, 1376, 83).

5. Organizational technology.
6. Richard Daft also provides a definition for technology and enterprise technology: "Technology is tools, methods and process used to convert the items in a given product and outputs. Technology is nothing but manufacturing processes and technology, including Machinery, methods, practices and procedures to be doing "(Daft, 1999, 127).

7. Culture according to Deft, culture is a set of values, beliefs, perceptions and inferences and ways of thinking or the thinking of its members in their common and what is a true phenomenon, trained new members. It represents the tacit and intuitive organization (Daft, 1999, 394).

8. Human Resource
9. HRM refers to the policies, procedures, and systems behavior, attitude and performance of employees affected (Nou and others 2000, 4). HRM is a strategic approach to attracting, developing, managing, motivation and access to key resources committed to the organization, the people who work in it or for it (Armstrong 1993, 33-34). Human resource management process consists of four task attraction, development, motivation and retention of human resources (De Sanzou and Robbins 1988, 4). Human resource management is the management of staff (Skarpolo and Ledounika 1988, 4).

The purpose of human resource management policies and procedures required for implementation of task management that some aspects of staff's activities, especially for the recruitment, training staff, performance appraisal, reward and build healthy and equitable environment for employees. For example, the policies and measures include the following:

Job analysis (to determine the nature of each employee's job)
Human resource planning and recruitment
Selection of qualified candidates
Briefing and training to newly hired employees
Payroll management (how to compensate employees)
Incentives and benefits
Performance Evaluation
Communicating with employees (interviewing, counseling and enforcement of disciplinary rules)
Manpower Development and Training
Commitment of employees (Desler 2002, 2)

10. Performance:
Organizational performance is defined as the implementation of effective and efficient strategies for businesses if that would be synergistic. There is a synergy between two or more business or products, with resources and capabilities complement and reinforce each other. So that the performance of the entire business and related products, is greater than the sum of each of its businesses.

Research Model:
Strategic coordination of research organization (strategy, structure, technology, culture) is independent variables and firm performance is the dependent variable. Conceptual model are as follows:
Study of the theories and concepts of research:

Theory of strategic reference points was published first in 1996 by Fignbaum in an essay of the same name. Three years later Fignbaum with Peter Bamberger wrote a book entitled Strategic Management of Human Resources and in part from the literature in the field of human resources used to achieve specific results. Theory of Strategic reference points suggests that the mechanism in addition to using a new approach strategies to develop business and functional levels; one can find a common language for comparing elements. In short, this theory considers three factors in axial important strategies:

1. Considering inside the organization
2. Considering the environment
3. Time

Application of the theory considered in this project is the use of these parameters to create a common language between organizational elements so that communication can be established between them logical deduction. It seems that using a two-dimensional matrix note that the two components into / out of control as the SRP are available (and the time it is hidden). One can create a common framework to compare the elements and their relationships established. In order to provide a transparent and comprehensible model, there should be standardized types of strategy, organizational culture, structure and so on. Regarding the recall and application of various models, using the model, the model of Mason and Miles and Snow's four strategies (Aggressive, competitive, conservative, defensive), Daft model of organization structure (the structure of the organic and mechanical); Denison and Mishra's model of organizational culture of the office (Culture Mission, flexible, bureaucratic and participatory) Tariq Khalil classified according to the pattern of technology (hardware-based, software-driven, human (brain)-based software and software-based organization) are used.

It is worth noting, of course, a variety of strategies, structure, culture and organizational technologies not limited to the above-mentioned and a real-world example can be hundreds of organizational strategy which are designed according to the terms of use. These divisions only in order to standardize and the importance of having a comprehensive framework and approximate expression categories are considered. It should be noted that the above concepts are realized to the extent and complexity of their relationships with each other too well.

Levels of Strategy:

 Strategies can be distinguished at three levels: strategy, firm or organization, Business strategy or business strategies or functional task. Strategies at all levels of the five components of the territory, goals, allocate resources; identify synergies and sustainable competitive advantage. The strategy is to establish coordination between the organizations or agencies on the one hand and the environment including those of other relevant.

In addition, the strategy to coordinate the activities and resources or the institutional capacities linked. Each strategy of close interaction and coordination with other levels of strategy if the organization wants to be successful it must integrate these three levels. Three main steps in the strategic management model (formulation, implementation and evaluation and control) Strategy is true for all levels (each level has three main stages). Each level strategy, strategic environment form the lower level in this case, the implementation level to a lower level strategies. Having a good strategy and harmony with each other may lead to synergies and create value for the organization.

A) The strategy of the firm or organization:

Firm-level strategies (organization), the orientation of macro-organization in line with its general approach to developing and managing a variety of businesses (business units) and specifies production lines. Executives at the highest levels of the organization, and develop a strategy to set up which oversees the interests and actions of the organization (beneficent Nature, 2005). According to Andrews (1987) strategy is the design decisions of the mission, the mission and goals are set; Determining policies and programs to achieve its basic goals; Define the organization's activities and specifying the type of economic organization or person; and the nature of economic and non-economic measures that have shareholders, employees, customers and community institute. In other words, decisions form the business strategy of the enterprise (organization).

The main strategy of the firm include: Leading Strategic (macro-orientated organization / goal orientation toward growth), Portfolio strategy and analysis of Badreh (industries or markets in which the organization through business units competing products / coordination of cash flow unit), Supervision strategies (ways of coordinating the activities of managers, transfer of resources and utilization of available resources the products and Units / create synergy through the development and sharing of resources).

David, based on both internal (financial and competitive position) and two external dimensions (environmental stability and industry); Four strategy-level corporate referred to: Invasive strategy, conservative strategy, defensive strategy and competitive strategy. The defensive strategies, organization puts aside part of them to the conditions in effect reduce the weaknesses and threats. The competitive strategy of the organization to maintain its activity is thought to reduce external threats and essentially improve its position in the environment. The conservative strategy, while maintaining the organization's activities, tries using
environmental opportunities, eliminate your weaknesses and thus move toward the vision. Aggressive strategy is the use of new resources, the development of their activities and the landscape beyond the vision of thinking.

**B) a trading or business strategy:**

Business strategy (business) prepared to provide interest and direct the operations of a particular business unit products to improve the competitive position of an organization or a business unit in an industry or a specific market segment stresses. Business strategies for the successful competition are based on certain markets and gain a competitive advantage in a fight. Business strategy is usually implemented at the level of products or strategic business unit and to improve the competitive position of goods and services to foreign companies in a particular industry or market segment focused. Strategic business unit may competitive Strategies (fight against all competitors to gain advantage) or cooperative (collaborating with one or more competing for advantage against other competitors) or use both forms.

**Functional or operational strategies:**

Task strategies clear managing the various operations of the organization. Thus, the operation can be carried out in accord with the requirements of the business unit strategy (beneficent Nature, 2005). Functional strategies (task) will be developed to achieve the goals of the business unit. These strategies, attitudes about the use of a domain for corporate and business goals and strategies by are considered maximizing resource productivity and to develop and strengthen a distinctive competencies in order to allow the organization to achieve competitive advantage.

In fact, the strategies set the overall direction of the activities of each. The purpose of each of these strategies, the job is done correctly and efficiently and coordination, organization or business unit strategy and functional strategies of great importance. Functional strategies, an important tool in the effective implementation of organizational strategies are clear and immediate guidance for key areas of responsibility within the business offer. Types of functional strategies of the organization are: Marketing strategies, research and development strategies, manufacturing strategy and operations, information systems strategy, strategy, financial and human resources strategies.

Marketing Strategy is defined as a statement that determines the direction of in achieving the goal of marketing,. This strategy is a series of interconnected activities and decisions take into consideration the business unit helps clients in achieving marketing objectives and expected values. According to Hambring and colleagues including long-term marketing strategy decision making and allocation of resources of market for product development in the areas of goal setting, target market selection, pricing, packaging, advertising and distribution.

Different organizations based on various combinations of the marketing mix, different strategies are developed. These strategies are usually large subset of strategies because pricing strategy, distribution strategy, advertising strategy and product strategy. In fact, marketing strategy, defines the methods to achieve marketing objectives and elements such as product, customer, price, distribution, promotion, key messages, take advertising, customer relationship tools. The main focus of marketing strategies is to coordinate the appropriate allocation of resources and marketing activities in order to meet the objectives of the company in respect of a product / market specific. Thus, critical issues related to the domain of marketing strategy, the e market (s) for the specific purpose of promoting a particular product or product family. The company through program design and implementation of proper marketing mix (essentially four-fold: product, price, distribution and promotion) according to the requirements and needs of potential customers in the target market, seek to gain competitive advantage and creating synergy See.

**Research and Development Strategy:**

In the knowledge-based economy, businesses and organizations succeed those that regularly engaged in the production of knowledge and quickly turn it into a new product or service and technology. Therefore, the first is that, in today's business environment, competitive advantage for organizations is a function of their ability to produce technological knowledge and innovation and second, unlike in the past where innovation can happen as a result of individual genius, today, the product of a conscious and deliberate planning of R & D social work is a professional researcher.

Strategy, research and development, indicates the direction of the organization to create, produce and develop new products and services that will be realized in the light of creativity and innovation. Collections of research and development organizations are:

- Basic research projects: technical knowledge is used in commercial projects.
- Institutional development projects: a new method for completely new products using the knowledge and the technology used to create it. Typically such projects, a new type of product or a new way of doing business for the organization.
- Projects of product development: certain aspects of the original product to deliver new products in a particular market sector boost that can reduce costs and enhance product functionality.
- Project of buying innovations: This type of research enables organizations to have new product or process. Alliances with other organizations happens when the organizations involved in the project do not have sufficient internal resources to the project in question and internal efforts failed to develop or buy the basic functionality of the new product or process, other organizations, lower cost than the organization.

![Fig. 2.1: three level of strategy Strategy levels in organization.](image)

Manufacturing Strategy and Operations since the beginning of the industrial revolution has been the emergence of large changes in production methods and strategies have been. Until a few decades ago, manufacturing activity, the organization had no role in the realization of competitive advantage and only mission is to maximize the performance. As the business environment, more competitive, the more attention has been manufacturing strategies. According to Skinner, the strategy is the proper utilization of resources in order to gain competitive advantage in the marketplace. The basic problem of producing strategies, capabilities and production system consider competitive advantage in the market. Manufacturing strategy and operations refer to the competencies and capabilities. The organization to improve the functions and operations used to produce and thereby gain a sustainable competitive advantage.

**Information Systems Strategy:**

The success of the strategy depends on the development of key competencies that enable organizations to create sustainable competitive advantage. Information technology and information systems, play the major role in achieving this goal. Management information systems is including issues that in coordination with other organizational elements can create a sustainable competitive advantage.

**Information Strategy:**

Information system is a set of components interconnected and interdependent collection, processing, storage and dissemination of information to assist in the organization's decision-making and control groups. From the perspective of lawn, according to the organization's information systems are divided into six categories: Process systems, automated systems activities, knowledge based systems, management information systems, decision support systems and systems for senior executives. Information systems strategy, defines the competencies and capabilities of the organization's information systems are used to improve and thereby gain a sustainable competitive advantage.

**Financial Strategy:**

In many cases, financial condition, or operating as a sole criterion for determining an organization's competitive position and often, financial factors causing the current strategies and action plans to change. Financial strategy is a framework to guide decisions the nature and direction of the organization's finances. The financial strategy is a dynamic and interrelated set of reactions and responses taken according to different environmental conditions and interactions with other organizations in the environment.

According to Bender and Ward, financial strategy, required, financial resources effective use of resources, re-investment and dividend policies occur under consideration with the aim of gaining competitive advantage. For Ming Hi financial Strategy deals with a strategic thinking which can efficiently manage liquidity and it can maintain long-term profitability and income-earning capacity of the organization.

According to Vahanger Waylon, financial strategy is used to finance the organization and identify and stems the strategic options facing the concerns and best practices regarding financial matters. This strategy can be financed through cost reduction and increased maneuverability of the capital to create a competitive advantage for the organization. In fact, financial strategy follows the strategy in the areas of financial
management and includes decisions about investment, financing and dividend policy. Tremblay and aims to improve the company’s capital structure.

Financial strategies can be described in three investment strategies, financing strategies and capital structure and dividend strategies classification. Decision for the allocation means capital investment and resources to organizations, products and functional units of organization. In decision making for financing, it should be tried to create the optimal capital structure which includes different methods of providing organizations needed capital.

**Human source strategies:**

In recent years, human source management has looked for analysis and consideration of internal and external factors and changes the organizational role to a strategic one. Strategic human resource management became common in 1980s when the Harvard school combined energy and human resource management. According to Fumbern and colleagues, human resource systems and organizational structures have to be managed so that they would be compatible with organizational strategy. Many of the scholars in management have defined strategic management as the process which coordinates the organizational activities and business strategy. In fact, strategic management is the strategic coordination of human resource functions and activities with the goals and objectives of organization so that highest efficiency is obtained. The main goal of strategic management of human resource is to create the strategic capability through creating guarantee and trust that the organization has reliable and skillful staff to obtain competitive advantage. Researches in the field of strategic human resource management show that the actions taken in this field can help the organizations and firms to improve their performance and be more efficient in business competitions.

One of the main differences between the traditional concepts of human resource management and strategic management is that the new concept related the human resource management to the strategic decision making process and organizational attempts to meet the environment. The emphasize of the traditional process on physical skills has been teachings special tasks, specification of the functions and paying attention to the efficiency of individuals while the strategic approach focus on all aspects of the firm, creative behaviors, efficiency, coherence and cohesion. This focus leads to emergence of behaviors in staff which is accompanied by the competitive advantage, profiting, development and market value. The table below compares the concepts of traditional human resource management and strategic human resource management. According to Hendry and Pettigrew strategic human resource management has four definitions: 1. Using planning, 2. Fixed attitude toward designing and management of personnel systems, 3. Coordination of the strategies and human resource management activities with firm strategies, 4. Looking at organization staff as the strategic resource to obtain the competitive advantage. According to Schuler, human resource strategic management focuses on some activities: 1. Coordinating the human resource strategy and organizational strategies, 2. Coordinating the subsystems of human resource with the organizational and human resource strategies and 3. To insure the continuous coordination in all human resource functions and activities.

Comparison of human resource management and strategic human resource management.

With this approach, most of the organizations do a conscious attempt to design the human resource methods which can create the strategic value for the staff. Human resource strategic management necessitates development of human resources at two organizational and strategic level. Therefore, the human resource issues can be analyzed at two levels of operational management of human resource and strategic management of resources. Operational human resource management is defined as the process before the entrance of human force to the organization, during the work or even after the staff leaves the organization and strategic management deals with the efficiency of work force, increasing creativity, creating and improving the working commitment of the staff, increasing the most proper services in determining the organizational strategies as a part of changing roles. Generally, in this condition, the general approaches are necessary toward the human resource in which the human resource is integrated with strategic and operational elements. Consequently, strategic management of human resource can be investigated in three stages: planning, administrating, evaluation and control. Different approaches have various views about the strategic management and its role. Table 2.2 has pointed to some of them (Right and McMahon, 1992).

<table>
<thead>
<tr>
<th>Main assumptions</th>
<th>HRM</th>
<th>Strategic HRM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff as resource</td>
<td>Staff as strategic resource</td>
<td></td>
</tr>
<tr>
<td>Personal consequences of HRM</td>
<td>Organizational efficiency</td>
<td></td>
</tr>
<tr>
<td>Operation/ objective/ subjective</td>
<td>Strategic/mental/conceptual</td>
<td></td>
</tr>
<tr>
<td>Actions or programs in human resources, which in many cases are separate and distinct from each other and the environment</td>
<td>Hybrid approach, integrated, and comprehensive contingency that makes human resource systems with external environment and internal elements to be coordinated</td>
<td></td>
</tr>
<tr>
<td>mean</td>
<td>excellent</td>
<td></td>
</tr>
</tbody>
</table>
The main principle of strategic management of human resource is the process of explaining and administrating the human resource strategy in order to relating the policies and methods of human resources with strategic and organizational objectives. So, if the strategic management of human resource is the process through which organization can communicate with strategic needs of the organization through human, social and intellectual capital, then the human resource strategy is a part of organization and become the plan to maintain this relation; strategic management is a way which has been passed. In other words, the human resource strategy can be the result of strategic planning of human resource. Human resource strategy focuses on developing the activities which can increase the competitive advantage for the organizations. If the profit increase or production and providing the proper services are defined as the main goals of the business, the human resource strategy is an efficient method for using the efficiency of the staff, creating motivation and commitment in them and increasing the flexibility and efficiency. The aim of explaining the human resource strategy is to manage individuals so that the organizational objectives and performance improvement is obtained. Since human resource strategy and its subsystems has been considered by the present research and different types of human resource strategies, its subsystems and different typological methods are discussed below.

Human resource strategic management based on different approaches

<table>
<thead>
<tr>
<th>Theory</th>
<th>Description</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource Based View</td>
<td>Human resources as a competitive advantage that is sustainable value creation, unique, inimitable and irreplaceable.</td>
<td>Schuler and MacMillan (1984), Ulrich (1991), Wright, McMahon, McCormick and Sherman (1992)</td>
</tr>
<tr>
<td>Behavioral perspective</td>
<td>Employee behavior, moderating the relationship between strategy and organizational performance. Each strategy requires certain behaviors that result in a difference reflected in human resource activities.</td>
<td>Schuler and Jackson (1987, 1989)</td>
</tr>
<tr>
<td>Cybernetic systems</td>
<td>Organizations, where the input system (including human resources) and outputs (including performance) to interact with your surroundings play</td>
<td>Snell (1999)</td>
</tr>
<tr>
<td>Transaction cost / agency</td>
<td>Organizational and environmental factors (including human resources) and why organizations are looking for tools to reduce transaction costs.</td>
<td>Jones and Hill (1988)</td>
</tr>
<tr>
<td>Patterns of resource dependency</td>
<td>According to this model, all organizations continue to depend valuable resources such as money and staff skills. The ability to control the scarce and valuable resource, resulting in a power to those fitted.</td>
<td>Fifer and Cohen (1984), Smith, Cook and Ferris (1986)</td>
</tr>
<tr>
<td>Institutional</td>
<td>Acceptance of any practical method because the organization strives to achieve its legitimacy and social interest groups will be accepted</td>
<td>Lover and Merman (1987)</td>
</tr>
</tbody>
</table>

Typology of human resource strategy:

The process of explaining the human resource strategy is important since through working on the strategic management and focusing on differences makes the new opinions to be emerged which finally it ends with agreement on the organizational goals. May scholars have studied the strategic management and human resource management and provide the result in the form of human resource strategies. Following some of the typologies are pointed:

**Typology of Stewart and Brown (2009):**

Stewart and Brown [15] reached a four part matrix based on two dimensional strategic movement and business direction (building/focusing inside or buying the skill and talent/ focus outside) which explains the human resource strategies (figure 2.2). Based on this matrix, four strategies are possible: loyal soldier strategy, contractual working force, committed expert and contractual strategy.

1. Contractual working force strategy: combination of cost leading strategy (process control) and internal market necessities the contractual work strategy. The strategy emphasizes on using the staff who do not demand high salary. The organizations which use this strategy design the jobs so that the manager can have a sever control on the staff activities. In fact the staffs do not need professional sills to be hired. In this strategy long term needs of the staff are not taken into account and the organization has no clear method of improving the staff. Performance evaluation is based on daily feedbacks and there is usually no formal criteria for doing the work in a better way. Moreover, the lack of cohesion among the staff weakens the presence of units.
2. Committed specialist strategy: strategy of committed professionals combines the strategy of differentiation (output control) and internal labor market. The aim of this strategy is the selection and retention of staff. Organizations that use this strategy give their employees freedom to create in great deals and improve working methods.

The organizations hire employees who can pick their own corporate culture and adapt their expertise to become effective professionals. Performance evaluation is done well placed to maintain the balance between cooperation and competition is created. In this strategy, career can be promoted smoothly and employees work in similar jobs.

Long term training has been highly regarded for their expertise and skills required of personnel to be trained. Pay and reward also is relatively high and the benefits of that relationship in the organization are better placed to lead staff.

3. Contractor Strategy: The strategy combines contractor differentiation strategy (control output) and labor markets abroad. The basic emphasis of this strategy is the applications of those specialized skills are needed, but the organization does not need them for a long time.

4. Organizations that use this strategy are designed to maintain their jobs moved that staff be given the freedom to do things. This strategy will result in a long-term commitment and no effort is done to avoid creating dependencies between Staff and agencies do not. The reason that people employed is to have required skills and competencies.

5. So for them, long-term career within the organization, but it is meaningless to them out of the top recommended posts. Performance evaluation of outcomes (outputs) of training centers and rarely used. The short term bonuses paid to individuals is very common and results in a high level. Payment is based on individual performance and reward dependence and payments that employees be avoided in elderly. Organizations that use this strategy are rarely unionized.

Since the significance level of 0.05 is obtained for the test (0.68), so it can be concluded that the distribution of statistical data is normally distributed. To test the hypotheses, parametric tests will be used. Furthermore, the Pearson correlation test is used to confirm or reject hypotheses, the one-sample T-test to evaluate the significance of the indicators, Friedman test for ranking the factors and indicators and factors influencing the use of performance which is presented in the tables.

Hypothesis 1: coordination of strategies and organizational elements based on the theory of strategic reference points leads to better performance of Petroleum Engineering Development Company.

H0: coordination of strategies and organizational elements based on the theory of strategic reference points leads to better performance of Petroleum Engineering Development Company.

H1: coordination of strategies and organizational elements based on the theory of strategic reference points leads to better performance of Petroleum Engineering Development Company.

Pearson correlation test was used to test this hypothesis in the table.

As shown in Table 4-7 Correlation coefficients between these two variables is 0.45 and the significance level of the test was less than 0.05. Therefore, the null hypothesis is rejected and one was confirmed. This means that coordination of strategies and organizational elements based on the theory of strategic reference points leads to better performance of Petroleum Engineering Development Company.

Summary:

This study examines the role of coordination of strategies and organizational elements based on the theory of strategic reference points leads to better performance of Petroleum Engineering Development Company. Research data were collected through questionnaires distributed among managers and senior consultants at Petroleum Engineering and Development Company.
One-Sample Kolmogorov-Smirnov Test

<table>
<thead>
<tr>
<th>Normal Parameters (a,b)</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>51</td>
<td>0.08645</td>
</tr>
<tr>
<td>Absolute</td>
<td>.101</td>
<td></td>
</tr>
<tr>
<td>Positive</td>
<td>.101</td>
<td></td>
</tr>
<tr>
<td>Negative</td>
<td>-0.083</td>
<td></td>
</tr>
</tbody>
</table>

Kolmogorov-Smirnov Z = .719
Asymp. Sig. (2-tailed) = .680

a Test distribution is Normal.
b Calculated from data.

Correlations

<table>
<thead>
<tr>
<th>Organization strategy</th>
<th>Organization performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Significant</td>
<td>.001</td>
</tr>
<tr>
<td>Number</td>
<td>51</td>
</tr>
<tr>
<td>Correlation</td>
<td>.452(***</td>
</tr>
<tr>
<td>Significant</td>
<td>.001</td>
</tr>
<tr>
<td>Number</td>
<td>51</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).

The population in this study consisted of senior managers and consultants of Petroleum Engineering and Development Company who were 62.5% questionnaires were collected and analyzed. Validation of the questionnaire was confirmed by experts and advisors. The reliability and validity of the questionnaire was confirmed through Cronbach's alpha. Descriptive statistics were used and inferential statistics through SPSS software for the analysis of data.

H1: coordination of strategies and organizational elements based on the theory of strategic reference points leads to better performance of Petroleum Engineering Development Company.

The correlation coefficient between these two variables is 0.45 and the significance level of the test was less than 0.05. Therefore, the null hypothesis is rejected and hypothesis one was confirmed. It means that coordination of strategies and organizational elements based on the theory of strategic reference points leads to better performance of Petroleum Engineering Development Company.

REFERENCE


