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## **Literature on Administrative Control as a Qualitative Indicator in Building Organizational Effectiveness in the Institution**

### **Abstract**

Administrative control is a necessity and an urgent need, as it serves as the vigilant guardian of the functioning and performance of all institutional resources and processes. It enhances productivity and quality, efficiently allocates available resources to activities and tasks, and reduces waste, negligence, and corruption. Administrative control is a function exercised at all levels, whether at the level of a department head, division head, or general manager. It has its methods and tools through which objectives and operations are verified according to planned guidelines. This article provides a comprehensive perspective on the control indicator, highlighting its organizational significance within institutions. It explores its practical importance in achieving established objectives. The research concludes that control serves as both a qualitative and quantitative indicator in ensuring the success of an institution's mission.

**Keywords:** *administrative control, organizational effectiveness, self-control, theoretical literature on control, social control*

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## **Binada keyfiyyət göstəricisi kimi inzibati nəzarətə dair ədəbiyyat təşkilatda təşkilati effektivlik**

### **Xülasə**

İnzibati nəzarət zərurət və təcili ehtiyacdır, çünki o, bütün institusional resursların və proseslərin işləməsi və icrasının ayıq keşikçisi rolunu oynayır. O, məhsuldarlığı və keyfiyyəti artırır, mövcud resursları fəaliyyətlərə və tapşırıqlara səmərəli şəkildə ayırır, israfçılığı, səhlənkarlığı və korrupsiyanı

azaldır. İnzibati nəzarət istər şöbə müdiri, istərsə də baş menecer səviyyəsində bütün səviyyələrdə həyata keçirilən funksiyadır. Onun məqsəd və əməliyyatların planlaşdırılan təlimatlara uyğun olaraq yoxlanıldığı üsul və vasitələri var. Bu məqalə nəzarət indikatoruna hərtərəfli perspektiv təqdim edir, onun qurumlar daxilində təşkilati əhəmiyyətini vurğulayır. O, müəyyən edilmiş məqsədlərə nail olmaqda onun praktik əhəmiyyətini araşdırır. Tədqiqat belə nəticəyə gəlir ki, nəzarət qurumun missiyasının uğurunu təmin etmək üçün həm keyfiyyət, həm də kəmiyyət göstəricisi kimi çıxış edir.

*Açar sözlər:* inzibati nəzarət, təşkilati effektivlik, özünə nəzarət, nəzarət üzrə nəzəri ədəbiyyat, sosial nəzarət

## Introduction

If control reflects an institution's ability to adapt to its internal and external environment and serves as a test for the alignment of plans, procedures, policies, and programs with the variables of the competitive environment, then it is indispensable for achieving the institution's objectives.

Accordingly, this chapter will explore the essence of administrative control within an institution by examining its importance, objectives, foundations, and principles. It will also address the administrative control system, its types, levels, and areas, as well as the characteristics of effective administrative control. Additionally, we will discuss the administrative control process, its methods and tools, the stages it goes through, its relationship with other managerial functions, and the key theories explaining administrative control.

In the modern landscape of organizational management, administrative control has emerged as a crucial component for ensuring that institutions run efficiently and effectively. This control mechanism is not limited to preventing mistakes or inefficiencies; it is also a proactive process that fosters accountability, performance optimization, and the proper allocation of resources. Whether within governmental bodies, private enterprises, or non-profit organizations, administrative control plays an indispensable role in overseeing operations and ensuring that both short-term goals and long-term strategic objectives are met. The process involves a range of methods and tools that help to verify that activities align with established plans and that any deviations are corrected in a timely manner.

Administrative control, in essence, is the "watchful eye" of an organization, acting as both a preventive and corrective measure. It aims to maintain the integrity of processes, reduce waste, and prevent any form of negligence or corruption. The role of administrative control expands beyond mere monitoring; it involves ensuring that an institution remains on track to achieve its mission while enhancing productivity and maintaining the quality of its outputs. This article will explore the concept of administrative control, its organizational significance, and its practical impact on achieving institutional goals. It will also analyze the various indicators that determine the success of administrative control systems within institutions.

## Research

Despite the recognized importance of administrative control, institutions often struggle to implement effective control systems that truly align with their operational goals. While administrative control is acknowledged as a necessity, its execution is often hindered by challenges such as insufficient resources, lack of proper training, and resistance to change within organizations. The complexity of managing large institutions, combined with the evolving nature of their operational needs, makes it difficult to establish uniform control systems that are both efficient and adaptable.

Moreover, the methods of control employed vary significantly across institutions and sectors, leading to inconsistencies in how control is understood and applied. Some institutions may rely heavily on rigid procedural frameworks, while others may prioritize flexibility at the expense of oversight. The question thus arises: **How can administrative control be effectively implemented to ensure the optimal functioning of organizational resources, improve performance, and achieve set objectives?**

This research hypothesizes that the success of administrative control systems is directly influenced by the adaptability of the control mechanisms to the specific needs of the institution. A flexible and well-integrated control system, when properly implemented, not only ensures

compliance with organizational goals but also fosters a culture of accountability and continuous improvement. Furthermore, it is hypothesized that institutions with a clear and consistent understanding of administrative control and its significance are more likely to experience higher levels of performance and achieve their strategic objectives effectively. The study will aim to test this hypothesis by examining case studies from various sectors and analyzing the relationship between control systems and institutional success.

## **1-The Essence of Administrative Control**

### **1.1 The Concept of Administrative Control**

Administrative control is one of the essential managerial functions, aimed at ensuring performance quality and verifying the implementation of set objectives according to planned strategies. Various definitions of control exist, and modern administrators consider administrative control to have two main aspects.

The first aspect involves monitoring and evaluating the outcomes resulting from various organizational efforts and correcting deviations when they occur. The second aspect focuses on overseeing individual achievements through guidance and leadership functions. (Madani Abdelkader Alaqi, 1981, p. 647).

From this perspective, referring to original sources in defining the concept of control is essential. The term appears in multiple contexts in the Quran. Allah Almighty says: "So watch, for they too are watching." (Surah Ad-Dukhan, Ayah 59). The command "watch" in this verse signifies waiting for what Allah has decreed to unfold.

Additionally, the Quran states: "Indeed, Allah is ever watchful over you." (Surah Al-Insan, Ayah 1). The meaning of watchfulness in this verse refers to Allah's accountability over His servants by observing all their actions.

Terminologically, scholars and administrators have provided various definitions of control, each shaped by their perspective and methodological approach. Max Weber defined control as the process of exercising authority in daily life.

This definition highlights that in the process of control, individuals exercise authority, power, and coercion in the workplace, imposing punishment or rewards in cases of negligence or inefficiency.

Hassan Al-Waqqad defines control as a scientific process of rationalizing decisions made by officials throughout the complete work cycle. This cycle begins with planning, organizing, directing, and coordinating, continues through implementation, and concludes with monitoring and evaluation, leading to a new cycle. (Hussein Al-Waqqad, 1980, p. 9).

This definition emphasizes that control is a continuous process inherent to all management functions. Moreover, it is an activity that integrates into all organizational operations without exception.

The scholars Guet and Hicks define control as the process through which management ensures that what is happening aligns with what was supposed to happen. If discrepancies arise, necessary adjustments must be made. (Mohamed Abdel Fattah Al-Sirfi, 2006, p. 305).

Despite the various definitions that explain the concept of administrative control in organizations, they all share a common objective: safeguarding the organization's human and material resources while detecting deviations in its activities. The definition most relevant to this study is that control should stem from within the individual. This means that employees have the capacity for growth, creativity, and development, enabling them to monitor themselves without external supervision. It is preferable that the source of control originates from the individual's own sense of responsibility and self-commitment.

### **1-2 The Importance of Administrative Control**

There is no doubt about the significance of control, as it is the managerial function responsible for ensuring the proper implementation of other administrative functions. It serves as a vital link in the management process, guaranteeing that established objectives are achieved. If these objectives are not met, control helps identify the reasons behind the shortcomings (Hassan Ibrahim Balout, 2005, pp. 456-457).

The importance of administrative control lies in understanding and analyzing organizational events and their causes while establishing connections between them. Without control and accurate information on performance and progress, various negative consequences may arise, such as increased costs and operational burdens.

Moreover, control is a continuous process closely linked to planning and execution. In fact, control and planning are nearly two aspects of the same managerial function, differing only in their objectives (Abdel Hamid Abdel Fattah Al-Muazzi, 2006, pp. 485–486).

In addition, the importance of control becomes even more evident in modern organizations, which are characterized by complex, interconnected, and intricate systems. This complexity necessitates control activities to effectively guide the organization toward achieving its objectives. Control is particularly crucial in optimizing the relative capacity of available human, material, financial, and informational resources. Effective control leads to the optimal utilization of these resources with efficiency and effectiveness while minimizing waste and loss (Khalil Mohamed Hassan Al-Shammakh, Khudair Kazem Mahmoud, 2000, p. 316).

The significance of control can be summarized in the following points:

It is a crucial element for reviewing progress in performance, task execution, activities, and plans, as well as making necessary adjustments in case of any deviations from the plan. In centralized management, it also involves reviewing subordinates' performance results. Moreover, control enhances organizational stability, which in turn boosts employee morale. (Manal Talaat Mahmoud, 2003, p. 194).

Administrative control encourages the achievement of objectives and contributes to modifying and adjusting plans and programs, ensuring the smooth operation of work. It promotes fairness, helps assess work levels, improves performance quality, corrects deviations and errors, and enhances coordination within the team.

Control ensures sound work outcomes by holding responsible entities accountable for the economic and industrial objectives achieved by economic units or specialized sectors, all through oversight. (Moan Mahmoud Ayasrah, Marwan Mohammed Bani Ahmed, 2008, p. 73).

Managerial control helps organizations respond positively to various changes and challenges. For control to facilitate an institution's achievement of its objectives, the following must be ensured:

- **Transparency**, meaning clarity, openness, commitment, ease of procedures, and avoiding traditional administrative practices.

- **Establishing effective management** at all administrative and organizational levels, as achieving institutional or organizational effectiveness leads to improved quality in goods and administrative services. (Moussa Al-Louzi, 2000, p. 124).

From this, it becomes clear that one of the key characteristics of successful management in any country is its ability to plan and organize an oversight system as a crucial factor for national success and reform across all state organizations and sectors. Weak administrative control leads to employee negligence and outdated systems, ultimately resulting in reduced productivity efficiency.

### 1-3 Objectives of Administrative Control

Administrative control aims to achieve several objectives, which can be outlined as follows:

Helping management identify problems in a timely manner allows for the implementation of appropriate measures at the right time, ensuring the correction of future plans and their establishment on a solid foundation. It also facilitates coordination between departments and divisions by linking their activities to the organization's overall performance and fostering collaboration to achieve common goals. Additionally, it motivates employees to reach high-performance levels while optimizing costs by addressing errors as they arise. In general, control objectives can only be achieved through an effective oversight system. (Manal Talaat Mahmoud, 2003, p. 194).

Preserving workers' rights within the organization helps highlight diligent employees in the administrative sphere and ensures standardization or alignment of employee performance, such as through time and motion studies and work schedule preparation. Additionally, guiding individual performance and motivating employees are key objectives of administrative control. (Moan Mahmoud Ayasrah, Marwan Mohammed Bani Ahmed, 2008, p. 74).

Assessing the organization's ability to effectively implement its strategic choices, as well as evaluating the results achieved through the adoption of these strategies. (Falah Hussein Adai Al-Husseini, 2000, p. 225).

Enabling other administrative functions to achieve their objectives and ensuring that the decisions, directives, and instructions issued by the organization are implemented in line with their intended goals. It also involves examining the efficiency and effectiveness of machinery, equipment, and various systems in preparation for necessary maintenance. (Sobhi Al-Otaibi, 2002, p. 161). From this perspective, the primary goal of control is not merely to detect errors and punish those responsible but rather to be regarded as another evaluation measure aimed primarily at serving the interests of employees alongside those of the organization. Additionally, it does not focus solely on correcting deviations but also on preventing their recurrence in the future by identifying the root causes of performance issues and working to enhance overall performance.

#### **1-4 Foundations and Principles of Administrative Control**

It is essential to consider eight principles or foundations when implementing an effective control process in any organization. These principles serve as general frameworks that must be adhered to, though there is no single standardized approach for their application or a fixed level of importance assigned to each. Their relative significance depends on the organization's circumstances, resources, and available administrative capabilities. These principles can be summarized as follows:

These principles can be summarized as follows:

- **First Principle: Focus on Key Critical Points** – Control should be applied at the right place and time in an appropriate manner.
- **Second Principle: The Need for Feedback Information** – Without timely access to relevant data and information, an organization cannot effectively conduct the control process.
- **Third Principle: Flexibility in the Control System** – The ability to adapt and respond to changing conditions is essential.
- **Fourth Principle: Alignment of the Control System with the Organization** – The control system must be compatible with the organizational structure and its components.
- **Fifth Principle: Self-Regulation in the Control System** – The ability to anticipate and identify deviations between planned standards and actual performance.
- **Sixth Principle: Direct Communication Between the Parties Involved in the Control Process** – A lack of direct communication between the controller and the controlled may lead to confusion or loss of essential information.
- **Seventh Principle: Consideration of the Control Process's Impact on Employees** – If employees do not understand, accept, or support the control system and its objectives, they are unlikely to implement it effectively.
- **Eighth Principle: Economic Feasibility of the Control System** – If the control system is financially burdensome, requires extensive human resources, and produces limited value, its economic viability will be questionable (Mohammad Saeed Al-Masri, 1999, pp. 234-235).

#### **1-5 Administrative control varies**

according to different criteria. Based on timing, it includes **preventive control**, which anticipates errors before they occur; **concurrent control**, which monitors performance during execution; and **subsequent control**, which detects deviations after they happen to prevent recurrence. According to administrative levels, control can be at the **individual level** to assess personal performance, at the **administrative unit level** to evaluate department efficiency, or at the **organizational level** to assess overall institutional performance. Regarding its source, control is either **internal**, conducted within the organization by specialized units, or **external**, overseen by independent state-affiliated entities. In terms of deviation types, **positive control** reinforces successes, while **negative control** focuses on error correction. Lastly, based on organization, control can be **surprise control**, conducted without prior notice; **periodic control**, performed on a scheduled basis; or **continuous control**, relying on ongoing supervision and monitoring (Ali Abbas, 2004, pp. 184-185).

### 3- The Administrative Control System Within the Organization

#### 4- 2-1 Control Systems

Various control systems are implemented to regulate behaviors, manage resources, and monitor performance deviations. The purpose of employing multiple control systems within a single organization is to enhance its ability to anticipate challenges and maintain high-performance levels.

Although an organization adopts control systems that it deems essential for executing its planning, organizational, and leadership functions, most organizations implement control through the following systems:

- **Benefit and Compensation Systems:** These systems establish the exchange relationships between organizations and individuals. Compensation attracts employees who contribute to the organization's success and reputation while reducing the costs of direct supervision. Conversely, when an organization offers low wages and compensation, it necessitates more direct and indirect supervision, requiring external control to ensure that the desired performance levels are met.

- **Information and Financial Control Systems:** Organizations require resources, and these resources need to be monitored to ensure they serve their intended purposes. Institutions face significant pressure on their strategies and operations, requiring managers to utilize available resources efficiently. Accurate and objective use of information facilitates financial control, particularly in critical financial areas. In general, financial control works to track financial data.

- **Production Management Systems:** Control plays a vital role in production management, continuously monitoring the methods and processes involved in utilizing human and non-human resources, including technological resources. The production management department oversees production operations, distribution of services and goods, inventory management, work scheduling, production planning, and quality control.

- **Production Management and Control Systems:** These systems monitor various aspects of production, including purchasing control, inventory management, and quality assurance. (Hassan Ibrahim Blout, 2005, pp. 469-470).

#### 2-2 Administrative Control Strategies

There are various administrative alternatives and control strategies that help assess the effectiveness of control mechanisms applied within organizations. Below are some of these strategies, categorized into internal and external strategies.

Management can rely on either an **internal control strategy** or an **external control strategy** to carry out control activities and processes.

- **Internal Control Strategies** rely on individuals' intrinsic motivation, encouraging them to monitor their own performance. Under this approach, managers do not engage in direct oversight or closely guide employees; instead, they grant them autonomy and evaluate them based on final performance outcomes. This strategy assumes that every individual within the organization fully understands their duties and responsibilities without the need for constant reminders. The presence of clear performance standards and a well-defined organizational culture that promotes self-regulation significantly enhances the success of this strategy.

- **External Control Strategies** involve direct supervision of employees or the implementation of an administrative control system that includes specific rules, regulations, and procedures. The effectiveness of this strategy is reinforced by the availability of rewards and penalties, such as financial incentives, recognition, annual performance reports, and electronic monitoring tools like surveillance cameras, ensuring continuous oversight across different departments.

Researchers suggest that combining both strategies yields the most effective control system. While internal control fosters employee commitment, it does not entirely prevent performance deviations during operational processes due to the lack of direct supervision. (Tariq Taha, 2002, pp. 716-717).

#### 2-3 Levels and Areas of Administrative Control

Administrative control plays a vital role in all institutions, whether public or private, industrial or service-based. It is no longer limited to production but extends to various functions such as marketing, finance, human resources, procurement, inventory, and managerial behavior. In production, control

ensures quality, the required quantities, timely delivery, cost reduction, and efficient resource utilization. In marketing, it monitors sales performance against planned targets and evaluates the effectiveness of advertisements and promotional programs. Financial control ensures the availability of necessary financial resources, the efficiency of investments, and profitability. In human resources, control ensures employee adherence to standards and guidelines, monitors recruitment and training processes, and assesses employee morale and satisfaction. Procurement control verifies the quality and compliance of purchased goods, ensures timely delivery, and oversees supplier relationships. Inventory control tracks incoming and outgoing stock, preventing damage, theft, or overstocking. Lastly, behavioral control ensures compliance with institutional rules and regulations. (Hussein Hareem, 2006, p. 316; Ali Abbas, 2004, p. 186).

#### **2-4 Characteristics of Effective Administrative Control**

For administrative control to effectively enable an institution to achieve its objectives efficiently, it must possess several key characteristics:

**Relevance:** Control measures must be appropriate to the nature of the tasks assigned to each institution to ensure effective oversight of employees and their respective units.

**Flexibility:** Control methods, steps, and techniques should be adaptable, modifiable, and capable of development in response to workplace conditions and emerging changes within the institution. (Ma'n Muhammad Ayasrah, Marwan Mahmoud Bani, 2008, p. 77).

**Clarity:** Individuals responsible for implementing control must clearly understand its processes and outcomes. Additionally, those overseeing control should possess the necessary qualifications and expertise, ensuring that employees accept and engage with the control system effectively.

**Cost Efficiency:** The benefits or returns achieved through control should outweigh the costs incurred in its implementation; otherwise, it becomes economically unviable.

**Accuracy:** The ability to quickly detect deviations, ideally before they occur, by employing preventive measures to address potential issues in advance. This proactive approach enables the institution to achieve its objectives effectively. (Khalil Muhammad Hassan Al-Shammakh, Khudair Kazem Hammoud, 2000, pp. 323–324).

**Objectivity:** Control should be based on factual judgments rather than personal or approximate opinions. Objective and realistic judgments require the use of quantitative and qualitative control standards that are as precise and scientifically appropriate as possible.

**Corrective, Not Punitive:** The control process should be designed to help employees improve their performance, enhance motivation, encourage initiative, and boost productivity, rather than being a tool of intimidation. It should also allow employees to participate in its organization.

**Supervised by Ethical and Competent Individuals:** Those responsible for oversight must be fully aware of the nature of the work being monitored, the elements of control, control standards, and control objectives. They should conduct their duties with tact, flexibility, and professionalism, avoiding authoritarianism and self-promotion. (Abdelhamid Abdel Fattah Al-Maghazi, 2006, p. 515).

**Reliance on Communication and Administrative Information:** A proper system must be in place to receive and record all relevant information, including performance standards and actual performance measurements. Additionally, a two-way communication system should be available to ensure timely access to information.

**Link to Decision-Making Centers:** Control should be connected to organizational decision-making centers responsible for achieving and evaluating performance. This means that the management information system must be designed to provide each manager with the necessary information to oversee and control their area of work. (Mohamed Farid Al-Sahn, 2002, p. 360).

### **3- The Administrative Control Process**

#### **3-1 Control Methods and Tools**

Various control methods and tools exist, each suited to a specific type of oversight. Generally, different control techniques complement one another, and institutions must integrate multiple approaches based on their objectives and management philosophy. Hussein Hareem summarizes these methods as follows:

- **Self-Control:** Shifting control from an externally imposed system managed by the administration to an internal form of self-regulation by employees.
- **Group Control:** Group standards define acceptable and unacceptable behavior for individuals and significantly influence their actions. Many institutions emphasize group control and stress adherence to behavioral norms established by the collective.
- **Methods, Procedures, and Rules:** These serve as control tools that define various aspects, such as decision-making processes and resource management. If employees participate in formulating these guidelines, they can effectively regulate individual and group behaviors.
- **Information Systems:** These systems collect, encode, store, analyze, and disseminate data into usable information. They facilitate effective resource monitoring and support essential administrative functions such as planning, organizing, and directing.
- **External Control:** This involves auditing financial conditions to verify that declared assets—including inventory, equipment, machinery, furniture, and cash holdings—align with reported financial statements. This method ensures proper resource management and institutional accountability. (Hussein Hareem, 2006, pp. 318-319).
- **Administrative Reports:** These provide an overview of work performance, efficiency, and alignment with planned objectives. Their effectiveness depends on clear language, adherence to scientific report-writing standards, and the inclusion of statistical data and information.
- **Observation and Inspection:** This approach relies on supervisors' ability to observe employees as they perform their duties, assess work methods and outcomes, and examine procedural integrity both formally and substantively. It involves reviewing documents, records, and official or unofficial papers. Inspections may be either surprise audits or pre-planned evaluations.
- **Budgeting and Expenditure:** A control and planning tool used for estimating and forecasting financial needs. It regulates spending according to designated allocations, identifying budget deficits or surpluses, which can indicate inefficiencies in operations and procedures. (Mousa Al-Louzi, 2000, p. 122).

### 3-2- Stages of the Control Process

The control process begins with defining and clarifying objectives, determining the goals and outcomes that need to be achieved. These objectives are then translated into measurable standards used to assess actual results. These standards may be expressed in terms of the quantity of goods produced or services provided, work hours, speed of performance within a specific timeframe, monetary values such as costs or revenues, or any other measurable form that facilitates performance evaluation.

Next, performance is monitored and measured according to the established standards. This involves comparing targeted performance with actual performance, assessing the degree, direction, and significance of any deviations.

Based on the previous stage, the causes of deviations and the surrounding conditions are analyzed to understand the reasons behind these discrepancies. This leads to the evaluation and correction phase, where necessary actions are taken to create favorable conditions for performance, address obstacles and challenges, and, if needed, adjust goals and standards.

Following this, support and assistance are provided to operational units by equipping them with necessary resources and enhancing their ability to overcome challenges. (Hussein Abdel Hamid Rashwan, 2006, pp. 83-84).

According to Wright, the control process includes the following steps:

- Directing, evaluating, and monitoring operations by identifying specific areas for these processes.
- Establishing or maintaining standards.
- Measuring performance.
- Comparing actual performance with established standards.
- Taking no action if performance aligns with the set standards.
- Implementing corrective actions if performance deviates from or fails to meet the established standards. (Falah Hassan Adai Al-Husseini, 2000, p. 223).



The stages of the control process are illustrated in the following diagram, which serves as a model for the control process.

### 3-3 Indicators of Inadequate or Ineffective Control

Symptoms of inadequate control generally arise due to organizational deficiencies. The most notable signs of ineffective control include:

- **Unexpected decline in revenues or profits:** This may occur due to accounting issues or failure to adhere to quality standards, production quantities, and incremental elements, leading to decreased sales.

- **Decline in service quality and increased customer complaints:** Frequent customer complaints about product or service quality can either lead to a company's collapse or force it to barely remain competitive. The way a company handles complaints serves as an indicator of its control system's effectiveness. For this reason, many organizations adopt the principle of "the customer is always right" and take complaints seriously.

- **Employee dissatisfaction:** This is evident through increased resignations, frequent complaints, and high absenteeism rates. Management should strive to create a work environment that fosters employee loyalty and commitment to the organization.

- **Unnecessary working capital deficits:** This issue often results from excessive inventory, indicating a lack of control. It is essential to carefully analyze the causes of the problem and implement solutions for optimal capital utilization.

- **Disorganized operations:** Inefficiencies in workflow, lack of structured processes, and operational inefficiencies lead to increased production costs and delays. Additionally, excessive paperwork can obscure instructions and operational procedures.

- **Signs of inefficiency and excessive costs:** These may stem from mechanical neglect or a decline in employee commitment and morale, which can negatively affect the overall control system. (Manal Talaat Mahmoud, 2003, pp. 203–204).

### 3-4 The Relationship Between Control and Other Functions

The control function, like any other managerial function, both influences and is influenced by other administrative functions, as it is one of the management's subsystems. Notably, control serves as a practical interface for other administrative functions such as planning, organizing, and auditing. Any shortcomings in these functions are often identified through control mechanisms, and it is difficult to implement control effectively in the absence of other managerial functions.

**Control and Planning:** Control cannot be performed without planning, which involves setting objectives, policies, and procedures. Control complements planning by ensuring that planned results are achieved. It involves comparing actual performance with set plans, identifying deviations, and taking corrective actions. On the other hand, planning loses much of its effectiveness if it is not followed by a control process that verifies implementation. Moreover, deficiencies in plans, ineffective policies and programs, or overly complex procedures can hinder operations, making control essential for identifying and addressing these issues.

**Control, Organization, and Direction:** Through the continuous flow of information within a control system, weaknesses in the organizational structure can be identified, allowing for necessary modifications and improvements to enhance effectiveness. Control and feedback play a vital role in decision-making, which is a core function of direction. Feedback enables decision-makers to assess work outcomes and adapt to changes in the work environment. Control and monitoring departments provide managers with accurate and timely data, which aids in decision-making and employee motivation. Additionally, organization involves structuring an institution into specialized administrative units and defining job roles to prevent duplication of efforts. Control ensures that each unit performs its designated tasks and that no unit unnecessarily replicates another's work.

**Control and Coordination:** The relationship between control and coordination is evident, as both aim to achieve organizational goals efficiently. Control ensures goal attainment by identifying and correcting deviations, while coordination unifies individual efforts to achieve these objectives. Deviations often arise from poor coordination, leading to inconsistencies in quality, effort, or

execution time. Control not only corrects these deviations but also helps in refining coordination mechanisms or establishing new standards for coordination.

Thus, control plays a crucial role in detecting errors before they occur and implementing corrective measures. However, coordination should precede control, as many deviations result from inadequate coordination of organizational procedures. (Madani Abdelkader Al-Alaqi, 1981, p. 186).

### Conclusion

In this study, we examined control in its various dimensions and indicators, highlighting its connection to the administrative and organizational structure of any society. This structure consists of leadership that defines objectives and strives to achieve them while ensuring that social goals do not conflict with individual goals. To prevent behavioral deviations, detect them, and address them, leadership employs control mechanisms across all its institutions and agencies, often establishing specialized regulatory bodies dedicated to social and administrative oversight. Ultimately, administrative control serves as a qualitative indicator, with diverse strategies and effective methods for monitoring activities through social, organizational, and modern technological means to ensure efficiency and compliance.

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