



## Study the role of supervision and control on the effectiveness of organizational activities at Kabul University, Afghanistan

Faizulhaq Faizi\*, Shazia Qasim Rahimi and Mohammad Rafee Banayee

Department of Educational Management, Faculty of Psychology and Educational Science, Kabul University, Kabul-Afghanistan  
faizulhaqfaizi@gmail.com

Available online at: [www.isca.in](http://www.isca.in), [www.isca.me](http://www.isca.me)

Received 12<sup>th</sup> April 2021, revised 7<sup>th</sup> July 2021, accepted 25<sup>th</sup> August 2021

### Abstract

Higher Education is considered as the most valuable factor for the progress and development of a society. The mission of universities, educational institutes and higher education centers in all societies is to help students to develop and improve in addition to teaching, research and providing scientific services for the community; therefore, Kabul University holds a prominent position in this regard. The research conducted under the title of "Study the Role of Supervision and Control on the Effectiveness of Organizational Activities at Kabul University", follows up its major purpose of depicting and illustrating the task of Supervision and Control on the Effectiveness of Organizational Activities at Kabul University. Having used the Cochran Formula, the sample was chosen (187) individuals out of the whole population of the study (332) persons. Tools for data collection in this research was a questionnaire having 25 closed ended questions and the data were analyzed on the basis of descriptive and inferential statistics and using SPSS software. The most important findings of the research showed that Supervision and Controlling has an expeditious role at Kabul University.

**Keywords:** Supervision, controlling, effectiveness, satisfaction, organization.

### Introduction

Supervision and control are the two most important and vital processes in every organization, they help achieve organizational goals with efficiency and effectiveness. They also help standardize planning for the future endeavors; thus, there wouldn't be a chance to plan without supervising and controlling and vice-versa. Since supervision and control facilitates solving crisis and do planning, we can say that they have a very important role in every organizations and their survival and durability. As a matter of fact, supervision and control differentiate between Dos (something that is supposed to be done) and Dids (something that has been done). Managing crisis, accelerating daily work and causing effectiveness in an organization are considered to be something done by these two main factors, supervision and controlling.

The changes, complexities and dynamics that have arisen in the economic-political and social systems in the present era, have caused the methods and strategies that were used in the past to manage organizations, lose their efficiency and the organization Those who still insist on using their previous methods were doomed to failure and destruction, so one of the right solutions for the efficiency of organizations is Supervision and control in accordance with the current situation<sup>1</sup>. Supervision and control is one of the main components of management, without supervision and control, administrative health will not be created, so that without considering this component, other components of management, such as planning, organization and guidance are incomplete and guaranteed to do them Does not exist<sup>2</sup>.

Strengthening administrative health, improving quality of the law and functions of the organizations control and countering the spread of corruption, simply by creating compatibility between the macro-policies of the country administrative system, related laws and coordinating the performance of regulatory agencies with oversight and control laws, and finally creating an environment and strengthening the position of the people in the process of Supervision and control system is possible. In other words, in order to prevent the emergence of systematic corruption, the first solution is to create a system of control and systematic supervision, so that there is a consistent and synergistic relationship between all its elements. of course, if the same control system does not move with the most efficient methods and specialized human resources, but does not move in the a democratic and healthy cultural environment, sooner or later the administrative system will fall into the bed of systematic corruption. Man needs supervision because of the nature of his free will and ability to reason; logically, the importance of supervision, controlling agents and managers must be seen doubly, because there is always the possibility that they will abuse power. Control and supervision in the administrative apparatus is considered the inevitable duty of leaders<sup>3</sup>.

University is the institution above all other academic institutes in a society. Proper performance of universities, from one side, has made progress to the society, and society progress as a positive feedback, from the other side, has made universities a prominent and better place. Obviously, achieving high academic goals, requires having a sound understanding of supervision and

control. So, using their techniques, rules and procedures of the universities are to be led to transparency of performance, choosing a particular educational and academic system and meeting such aims.

Quality is believed to be one of the main concerns of higher educational systems throughout the world. Therefore, utilizing control's mechanisms can pave the way to studying activities, betterment of performances and gaining goals. In other words, through these mechanisms, activities can be studied and appropriate methods can be used to direct the activities towards the predicted goals in order to ensure the quality and results of the system performance, but considering the importance of each of these mechanisms, in order to achieve the goals, it is very important to know these concepts completely from each other in order to use one of these mechanisms more correctly, especially for the supervisors and controllers.

One of the critical and more important pillars and factors in administration is a thorough and better system for supervising and controlling. Therefore, a task or a mission is thought to be successful as long as it is done under a supervision and control. Managers at their specific levels get to know about the way and procedures of performing tasks and achieving goals through supervision and control so that they reform any error and correct any deviation in case of any crisis. No organization can utilize its resources and get its goals without having a fine system of controlling.

Without an effective control and Supervision system, the organization has not been successful in fulfilling its missions and cannot use its resources properly<sup>4</sup>.

Of course, emphasizing the need for supervision and control and ordering to have a strong and accurate system does not mean advising not to trust employees, but in a nutshell: trust in the organization is fine, but Supervision is necessary and should be he trusted the employees of the organization and left the work to them, and also supervised and controlled their performance, and the two do not conflict with each other. Because Supervision and control are not just about searching and trying to achieve the weaknesses and shortcomings of the organization's programs and staff, Rather, in the proper and principled supervision, one should seek to find the strengths of the programs and the abilities of the individuals, as well as to find the weaknesses of the programs and the shortcomings of the employees of the organization, Because recognizing the positive points and talents and abilities of the individuals, they can make more sensible and correct decisions about the employees of the organization and their organizational roles. This will lead to both the effectiveness and success of the organization and the growth and development of the organization's staff.

The basic and important point to be said, offensive supervision causes employees to be involved in negative events such as work deviation and job stress and causes the formation of negative emotions in them<sup>5</sup>.

**Research objectives:** As far as every research has its particular objectives, this paper also has the following goals:

**Main Objective:** Identifying roles of supervision and control on the effectiveness of the activities at Kabul University.

**Sub-objectives:** i. To find the effectiveness level of supervision and Control in the acceleration of organizational activities of Kabul University. ii. To determine the contentment level of employees from the process of supervision and control at Kabul University.

**Hypotheses:** i. It seems that the system of supervision and control has a significant and positive effect on the acceleration of organizational activities of Kabul University. ii. It seems that Kabul university personnel are content with the process of supervision and control. iii. It seems that lack of cooperation, lack of proper justice, individual differences and low confidence are the main challenges in the process of supervision and control at Kabul University.

**Literature Review and Conceptual Framework: Theoretical foundations:** There are many definitions for supervision and control from the scientists. In many definitions, "supervision" is synonymous with "control". On the other hand, "control" is relatively proportional because it threatens individual freedom. That is to say, in "supervision" despite of taking other dimensions of humanitarian relations into account, dignity of human beings is also important. Supervision is the process of getting information about others' performances and it is comparing it with the future goals and correcting the errors<sup>6</sup>. Supervision is a continuous process that through systematic data collection examines the degree of compliance of the current situation with the desired situation and actions with programs and laws<sup>7</sup>. Supervision and control is one of the important tasks of managers that measures the amount of progress towards goals and causes timely detection of deviations and corrective actions or changes in the organization<sup>8</sup>.

Control is the process of supervision on tasks the way that we make sure they are carried out properly based on the pre-arrangements and to bring changes in them when needed. A reasonable controlling system is a system that helps organizations to achieve their goals as properly as possible. The comparison of what was done with what is to be done is called control. In other words, control is the assessment of decisions and planning from the very get-go, and taking actions in order to prevent deviations in terms of the preplanned goals. Supervision and controlling are the main parts of management, and without them no other parts, like; planning, organizing and directing of management would be completed and can be done perfectly.

Obviously, managers of all levels have gotten roles to play and tasks to carry out, and by fulfilling them properly, they are bound to achieve success when it comes to get organizational goals. Furthermore, most of the employees and staff members

tend to roll their eyes or give a cold shoulder when it comes to fulfilling their tasks and taking responsibilities; therefore, one of the major tasks, literally taking most of managers' time, of controlling and supervision is to look seriously after such sort of personnel. Organizations with careful Supervision warn of deviations and recommend the correct way of life. Organizations with a healthy monitoring system can take the role of educator and be effective in raising the level of awareness of employees<sup>9</sup>.

Supervision and control are significant responsibilities of any governmental authorities, by means of which the process of accomplishing predetermined objectives are planned<sup>10</sup>. Supervision and control is one of the main tasks of management, so that regardless of this component, other components of management, including planning, organization and guidance, are incomplete and there is no guarantee that it will be carried out properly. An organization that is not inspected will be weakened and destroyed day by day, and its effectiveness will become questioned. Conversely, an organization that is subject to inspection principles will have those shortcomings. The existence of regular inspections will eliminate that weakness. Also, if the government does not consider itself responsible, it will have adverse effects on society and will fall into the path of non-participation and self-reliance, and the client will only be required to obey, as a result, it discourages people from cooperating with the government. The respondent should appear in the society as a public culture and every citizen should be able to ask the government officials for explanations without any concern for reform<sup>11</sup>. "Without control, a manager will never be able to determine the right direction for organizational activities and determine the outcome of programs that are tailored to the intended activities"<sup>12</sup>.

There is such an irrefragably connection between planning and controlling that even some of the scholars of management believe they cannot be separated. Planning and controlling are believed to be the two side of a coin; there is no control over what is not planned at all. Because any work must be measured by specific supervision and regulations, Supervision is the duty of every manager, from the top management to the supervisors and the principals. Some of these managers, especially in the lower ranks, forget that the primary responsibility for using supervision lies with the managers.

Implementation of plans and programs. Sometimes, due to the power and authority of top managers and the responsibilities that arise from them, the supervisory duties of financial managers are so insistent and emphasized that it is assumed that there is no need to apply supervision at lower levels. Although the view of supervision is different among different managers, all managers are responsible for implementing the plan and therefore Supervision is the fundamental duty of every manager in every level of management<sup>13</sup>.

**Characteristics of an Expeditious Supervision and Controlling System:** Almost all procedures of control must represent plans that have been made for in some ways. That is, every process and every program has its own attributes. What managers desperately need is the data and information which they make decisions based on. Supervision ought to be done based on managers' individual circumstance, and the controlling system along with the information one should help managers get their goals in an organization. It will be of no use, if, in case, any of the systems are not compatible to what managers need and have the ability of.

It doesn't matter if people don't understand the technical principles or the information about the supervision, or if they don't have the ability to receive and understand it, the important thing is that in both cases the subject was incomprehensible. Control should occur in key and most vulnerable areas of an organization. It should reflect priorities of an organization; in a way that considerable and strategic tasks should be put first and sub-tasks the second. Managerial health and safety along with ethical basis is an Islamic managerial module. Lots of factors are key in this module and just one of the most essential one of them is managerial supervision and control. According to Islam Managerial Health hold a key position in an administration. Neither over-controlling nor under-controlling is allowed. Exceedingly controlling is as dangerous as not controlling at all because it could give people a sense of being machines and fade away their innovation and creativity. Also, being negligent on control could end up in chaos, so it has to be of a normal basis<sup>14</sup>. Control and supervision in the organization has many values and importance in many ways, for which the following can be mentioned as examples: Regulating the current affairs in the organization, clarifying the existing trends and making it possible to follow the responsibilities of each unit in different areas of the organization. Therefore, addressing various aspects of strategic control and supervision in the organization and aristocracy on related concepts is of great importance<sup>15</sup>.

**Research background:** Due to the large scope of the variables (supervision and control), there are quite a few researches done in this regard. These variables have been studied, evaluated, illustrated and depicted by numerous researchers through the recent years. Just a few samples of these researches are to be pointed out as below:

A research, in titled "Supervision and Control according to the Managerial Perspective of Imam Ali", done by Mahmodiyan, Sajidi and Faqihi<sup>16</sup>, has described the findings as below: In field of Educational Sciences, and in management one of the most challenging and controversial topics is believed to be supervision and control. Moreover, to mention social justice you need to control and supervise your subordinates. That is-if you supervise just in the nick of the time, thoroughly; in the past, in the present and in the future, perfectly, and preserve on it, you are most likely to bring social justice; the justice that will definitely end up bestowing the rights (Haq) and refusing the wrongs (Batil).

Nikpour<sup>17</sup> has conducted a research named “Presenting a Model of General Supervision in Order to Prevent Managerial Corruption in Governmental Administrations of Iran”. He has described its conclusion as below: All types of general supervision have a significant negative impact over corruption in governmental administrations of Iran. That is all dimensions of such supervision have a direct negative impact over corruption in administrations. And from among citizen’s supervision is prior to any other supervision. All other types, like; supervision over organizational staff, media, parties, unions, institutions, and religious institutions come secondary.

Sajadi, Fathi Muqaddam and Azarmi<sup>18</sup>, conducted a study entitled "Review of effective educational supervision". The researchers found that effective supervision boosted confidence and loyalty in the organization, expanded innovation and initiative, created positive motivation and employee satisfaction, increased people's participation in decision-making, and made people happy to succeed. There is a logical relationship between effort and reward and effective use of information. The educational system is of great importance in training the specialized and needed human resources of the society that can accelerate the movement of the society towards the public development. One of the most important pillars to achieve this goal is educational supervision. In educational supervision, the supervisor plays a guiding role. Therefore, knowing the educational guide from the teacher is an organizational and professional necessity. The supervisor should review the teacher's knowledge and skills, attitudes, motivational needs, teacher expectations, and the teacher's educational and effectiveness expectations.

Ferozanda<sup>19</sup> who has also carried out a research titled “Supervision and Control in Islamic Management”, has denoted the findings as follows: Precise supervision would lead up to accomplishing organizational goals and help prevent deviations. Organizational supervision is divided into two types of internal and external ones. That is to state, internal supervision ends up in self-controlling. What matters in Islamic Management is internal supervision itself? Self-piety along with Islamic believes incorporates self-controlling. It means that God (Allah) is the greatest supervisor over human beings’ behavior in Islamic Managerial System. Obviously, Muslims, in this school of thoughts, believe their behavior is being monitored by Allah everywhere and all the times.

### Methodology

There are various research methods in social sciences, therefore we cannot merely use one method to analyze the data. Having said that, the current research is a functional research in terms of its goal; descriptive, from among surveying ones, in terms of collecting and the data. Now, surveying is a process of research that is conducted to gather information based on what a group of people know, think and do. Such research follows descriptive purposes, but has an explanatory goal. Therefore, the current

research was conducted with a contextualization method to understand the role of supervision and control on the effectiveness of organizational activities of Kabul University. It is also a regional research in terms of place, a futuristic one in terms of time and descriptive and inferential in terms of analyzing the data. The statistical population of this research was all staff members of Kabul University which were around 332 persons, and the sample population which was chosen 178 people out of the Cochran Formula as well as the questionnaire of the research was based on simple accidental sampling method.

As mentioned above, the data collection tool was a questionnaire; something that has been used over the past several years in this researches. Thus, after the administration of questionnaire the questions were coded and then analyzed with the SPSS software program. Cranbach's alpha evaluation method was also used to ensure the reliability of the measurement tool, which was 0.88 Cronbach's alpha or deleted. Moreover, the data was also brought to analysis based on the descriptive and inferential statistics.

### Results and Discussion

**Descriptive analysis of research population:** In this part the cognitive population was analyzed.

**Table-1:** description of statistical population.

Characteristics	Categories	Number	Percentage
Gender	Male	116	65.2
	Female	62	34.8
Educational Level	12 <sup>th</sup> grade diploma	9	5.1
	14 <sup>th</sup> grade diploma	17	9.6
	Bachelor	129	72.5
	Master	19	10.7
	Ph.D	4	2.2
Position	Manager	95	53.4
	General Manager	50	28.1
	Head	19	10.7
	Deputy	9	5.1
	Chief	5	2.8
Work Experience	under 5 years	86	48.3
	5-10 years	56	31.5
	11-20 years	26	14.6
	21-30 years	8	4.5

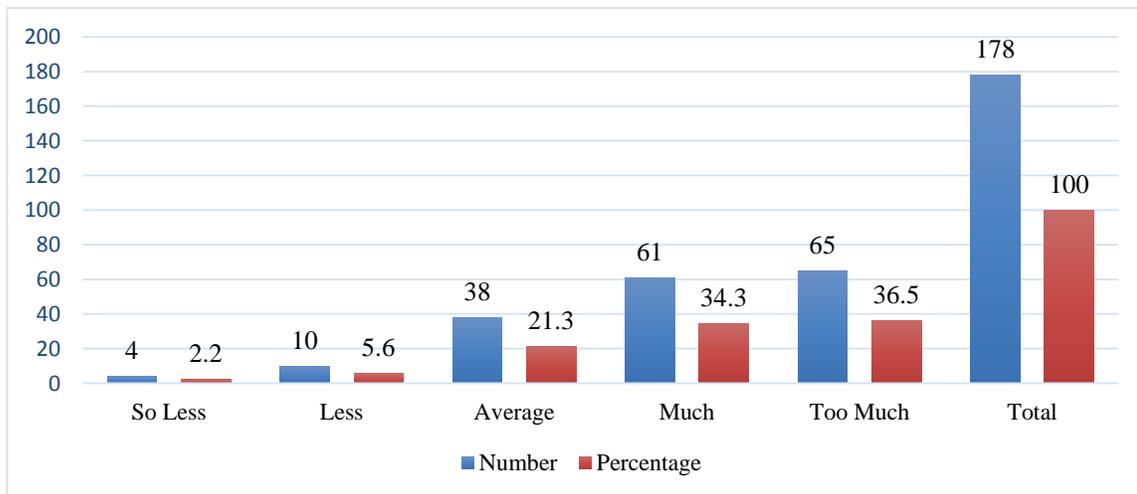
	31-40 years	2	1.1
--	-------------	---	-----

**Quantitative description of research indicators:** In this research one of the goals was to find supervision and control efficiency level on the acceleration of organizational activities of Kabul University. To answer the question of “into what extent does the system of supervision and control have effect over the acceleration of organizational activities of Kabul University?” Out of a total of 178 people in this study, which is equivalent to 100 percent of the total population, the research sample includes, 65 people, out of 178 people of the parameter, comprising 36.5 percent of the total sample, have chosen the “too much” option of the questionnaire. The same pattern goes with 61 respondents comprising 34.3 percent of the sample have chosen the “much”, 38 people accounted for 21.3 percent have chosen the “Average”, 10 people encompassing 5.6 percent have chosen the “less” and finally 4 people equivalent to 2.2percent have come up with the “too less” option of the research question.

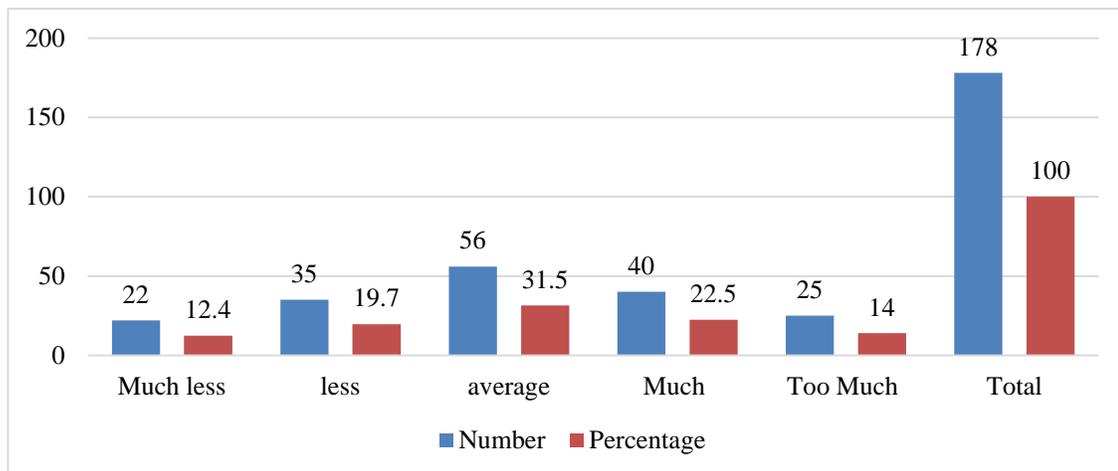
In short, most of the respondents, representing 36.5 percent, have chosen the “too much” option. That is to say, majority of

these people believe that the system of supervision and control has a great impact over the acceleration of organizational activities in Kabul University.

Another objective of the research was to identify the contentment level of employees from the process of supervision and control at Kabul University. Out of a total of 178 people as sample in the study sample, which was equivalent to 100 percent of the total population, 25 person, 14 percent of the total sample have chosen “too much” option, “Are you satisfied with the process of supervision and control?” as well as 40 respondents encompassing 22.5 percent, have chosen “much”, 56 person consisting of 31.5 percent of the sample have come up with the “average”, 35 person accounting for 19.7 percent, have chosen the “less” and other 22 person accounting for 12.4 percent of the total sample have chosen “too less” option of the question. Apparently, 56 people comprising 31.5 percent have chosen the “average”. Hence, the average population of employees at Kabul University are content with the process of supervision and control.



**Figure-1:** Supervision and control Efficiency level in the acceleration of organizational activities of Kabul University.



**Figure-2:** Satisfaction Level of Employees from the Process of Supervision and Control at Kabul University.

**Research inferential statistics:** What Inferential Statistics has to do with is inferring and deducting from statistical population based on what is concluded from sample population. In this regard, a lot of social sciences researches are focusing on samples taken from greater statistical populations. Therefore, inferential statistics is the process of analyzing data taken from samples and generalizing it to the whole statistical population. In other words, what matters the most in inferential statistics is that what is analyzed in a sample taken from a population and then generalize it to the whole population itself. Statistical model is also called statistical tests, and are divided into two types of parametric and non-parametric tests.

Needles to mention, examining a hypothesis requires the data gathered from the sample method out of a statistical population. In the present time, using non-parametric hypotheses is too broad and complicated; therefore, researchers, in order to test their hypothesis, merely utilize what is simply available to them when it comes to data. The current research has only three hypotheses and to test them we stick to what is called Chi-Square Correlation Test.

**First Hypothesis:** It seems that the system of supervision and control has a significant and positive effect on the acceleration of organizational activities of Kabul University.

**Table-2:** Impacts of Supervision and control system on the acceleration of organizational activities at Kabul University.

Testing Type	Value	Df	Asymptotic Significance
Chi-Square	72.157	10	0.000

The aforementioned table depicts the impacts of supervision and control system on the acceleration of organizational activities at Kabul University. As it can be seen above in the table the output of Chi-Square is of 72.157 value, 10 degrees of freedom and 0.000 asymptotic significance which is less than 0.05 percent error level.

That is to say as the computed assumption is lower than 0.05 percent amount of error; thus, zero-hypothesis, which says “It seems that the system of supervision and control has No significant and positive effect on the acceleration of organizational activities of Kabul University”, is to be denied. Meanwhile, research-hypothesis, which says “It seems that the system of supervision and control has a significant and positive effect on the acceleration of organizational activities of Kabul University”, is to be confirmed at a 95 percent confidence. In brief, supervision and control system has a significant and positive effect on the acceleration of organizational activities of Kabul University.

**Second Hypothesis:** It seems that Kabul university personnel are content with the process of supervision and control.

**Table-3:** Personnel contentment of supervision and control process.

Testing Type	Value	Df	Asymptotic Significance
Chi-Square	90.944	21	0.000

The aforementioned table shows the satisfaction level of personnel from the system of supervision and control. So, as it can be seen in the table the output of Chi-Square is of 90.944 value, 21 degrees of freedom and 0.000 asymptotic significance which is less than 0.05 percent error level. That is to say as the computed assumption is lower than 0.05 percent level of error; thus, zero-hypothesis, which says “It seems that Kabul University personnel are not content with the process of supervision and control”, is to be denied. Whiles, research-hypothesis, which is “It seems that Kabul University personnel are content with the process of supervision and control”, is to be confirmed at a 95 percent confidence level. In short, Kabul University personnel are pleased with the process of supervision and control.

**Third Hypothesis:** It seems that lack of cooperation, lack of proper justice, individual differences and low confidence are the main challenges in the process of supervision and control at Kabul University.

**Table-4:** challenges facing the process of supervision and control.

Testing Type	Value	Df	Asymptotic Significance
Chi-Square	98.539	27	0.000

The aforementioned table shows the challenges facing the process of supervision and control. So, as it can be seen in the table the output of Chi-Square is of 98.539 value, 27 degrees of freedom and 0.000 asymptotic significance which is less than 0.05 percent error level. That is to say, as the calculated presumption is lower than 0.05 percent level of error; hence, zero-hypothesis, which says “It seems that lack of cooperation, lack of proper justice, individual differences and low confidence are not the main challenges in the process of supervision and control at Kabul University”, is to be denied. Whilst, research-hypothesis, which is “It seems that lack of cooperation, lack of proper justice, individual differences and low confidence are the main challenges in the process of supervision and control at Kabul University”, is to be confirmed at a 95 percent confidence level. In conclusion, lack of cooperation, lack of proper justice, individual differences and low confidence are the main challenges in the process of supervision and control at Kabul University.

**Discussion:** One of the most important factors in a sound and efficient management is a precise system of supervision and control. Therefore, it can be claimed that no task or activity inside an organization would be successful and effective unless it is supervised and controlled. It is, also, "supervision and control" that lets managers know exactly how to get the achieve goals and jobs done. Supervision and control, in other words, means to watch and inspect the way these tasks are done, to compare them with the idealistic situation, and as a result to permanent deviations and correct what is wrong. Thus, supervision plays an important role in almost all sorts of organizations. You can also claim that there is a concrete relation between planning and supervision. Moreover, it is said that due to the fact that control and supervision in service, research and educational institutions are particularly sensitive due to the prevailing conditions. The nature of higher education and its multiple goals and traditional values is ambiguous and controversial. Studies show that universities and educational institutions' supervision and control system varies from those of the other ones because it requires high workmanship and managerial expertise. This point raises the question of whether service employees, research and educational services should have managerial expertise.

What has been discussed in this research is studying roles of supervision and control on the effectiveness of organizational activities at Kabul University. This prestigious, educational, and investigative institution had been supervised and controlled based on various methods from the very beginning. But in the present time, its supervision and controlling ways have been changed somehow. The findings of the research were summarized and descriptively inferentially, and there is a strong link between the theoretical basis and literature review of the research. Research findings vividly depict that supervision and control is a crucial factor in the progression, improvement, correction and acceleration of organizational activities and contentment of this university's employees. These are, indeed, in an intense coordination with theories mentioned in the theoretical basis of the research.

In discussing the theoretical foundations of this research, it is stated that control and supervision of organizational activities and programs and employees in different ways in order to perform the activities correctly, strengthening the spirit of cooperation, building trust, increasing job satisfaction, creating and consolidating organizational commitment, providing services. With quality, proper implementation of policies and compliance with organizational culture and methods of control and supervision and how to use it in organizations and especially in institutions and service centers is necessary. One of the basic tasks of managers, which is related to other tasks, is control, through which the resources and activities of the members of the organization can be achieved to achieve maximum effectiveness in order to achieve the goals of the organization. Without control, a manager will never be able to

identify the right path for organizational activity and determine the outcome of programs tailored to anticipated activities.

Another finding of the present study showed that the supervision and control system has an increasing effect on accelerating the organizational activities of Kabul University, which is in line with the results of Ferozanda research and the results of Sajadi, Fathi Muqaddam and Azarmi research. conducted a study entitled "Supervision and Control in Islamic Management". The researcher has stated the findings of his research as a summary as follows: Careful and accurate supervision will achieve the goals of the organization and prevent deviations.

Meanwhile, Sajadi, Fathi Muqaddam and Azarmi conducted a study entitled "Review of effective educational supervision". The study found that effective supervision led to a boost in confidence and loyalty in the organization, the expansion of innovation and initiative, positive motivation and employee satisfaction, increased participation in decision making, making people happy to succeed and building relationships. It makes sense between effort and reward and effective use of information. The educational system is of great importance in training the specialized and needed human resources of the society that can accelerate the movement of the society towards the public development. One of the most important pillars to achieve this goal is educational supervision. In educational supervision, the supervisor plays a guiding role. Therefore, knowing the educational guide from the teacher is an organizational and professional necessity. The supervisor should review the teacher's knowledge and skills, attitudes, motivational needs, teacher expectations, and the teacher's educational and effectiveness expectations.

A research, titled "Supervision and Controlling according to the Managerial Perspective of Imam Ali", done by Mahmodiyani Sajidi and Faqihahas described the findings as below: In field of Educational Sciences, and in management one of the most challenging and controversial topics is believed to be supervision and control. Moreover, to mention social justice you need to control and supervise your subordinates. That is to say if you supervise just in the nick of the time, thoroughly; in the past, in the present and in the future, perfectly, and preserve on it, you are most likely to bring social justice; the justice that will definitely end up bestowing the rights (Haq) and refusing the wrongs (Batil).

## Conclusion

In contrast with the past, today management, in terms of communication expansion, scope and complexity of organizational goals and tasks, complexity and expansion of mindsets in employees a long with their expectations and skills of utilizing instruments, is complicated by far. So, an intense heed to management and flourishing managers' skills and crafts have made progress in work conditions and contentment of employees. Supervision and control is one of the main key

result areas of management. That is to say other element of management such as; planning, organizing, and directing are defective without supervision and control. In fact, when you resolve to plan something, then organize to implement it, and lead to direct it; you are indeed in a process of expecting to achieve the preplanned goals, and make sure everything is on the track. This very process of expecting everything on the track is a requirement of what is called supervision and control.

Supervision and control, in other words, means to watch and inspect the way these tasks are done, to compare them with the idealistic situation, and as a result to stave off deviations and correct what is wrong. Thus, supervision plays an important role in almost all sorts of organizations. You can also claim that there is a concrete relation between planning and supervision. Moreover, studies show that universities and educational institutions' supervision and control system varies from those of the other ones because it requires high workmanship and managerial expertise.

What has been discussed in the current research is studying roles of supervision and control in the effectiveness of organizational activities at Kabul University. This prestigious, educational, and investigative institution had been supervised and controlled with various methods from the very beginning. But in the present time, its supervision and controlling way has been changed somehow. The findings of the research were summarized inferentially and descriptively, and there is a strong link and cooperation between the theoretical basis and literature review of the research. Research findings vividly depict that supervision and control is a crucial factor in the progression, improvement, correction and acceleration of organizational activities and contentment of this university's employees. These are, indeed, in an intense link with theories mentioned in the theoretical basis of the research.

The output of Chi-Square, from the first hypothesis; which is "It is to be considered that the system of supervision and control has a significant and positive effect on the acceleration of organizational activities of Kabul University", is of 72.157 value, 10 degrees of freedom and 0.000 asymptotic significance which is less than 0.05 percent error level. Thus, zero-hypothesis is denied, but research-hypothesis is to be approved at a 95 percent confidence. In brief, supervision and control system has a significant and positive effect on the acceleration of organizational activities at Kabul University.

The output of Chi-Square, from the second hypothesis which is "It is to be considered that Kabul University personnel are not content with the process of supervision and control", is of 90.944 value, 21 degrees of freedom and 0.000 asymptotic significance which is less than 0.05 percent error level. Thus, zero-hypothesis is to be denied, but research-hypothesis is to be confirmed at a 95 percent confidence level. In short, Kabul University personnel is content with the process of supervision and control.

Last but not least, the output of Chi-Square, from the third hypothesis which is "It is to be considered that lack of cooperation, lack of proper justice, individual differences and low confidence are the main challenges in the process of supervision and control at Kabul University" is of 98.539 value, 27 degrees of freedom and 0.000 asymptotic significance which is less than 0.05 percent error level. Hence, zero-hypothesis, is to be denied. Whilst, research-hypothesis is to be confirmed at a 95 percent confidence level. In conclusion, lack of cooperation, lack of proper justice, individual differences and low confidence are the main challenges in the process of supervision and control at Kabul University.

## Acknowledgement

We acknowledge the valuable contribution of the members of Professional Development Center of Kabul University in making available all the required data for the purpose of this research. We extend our thanks to anonymous referees for making their valuable comments in improving the quality of this paper.

## References

1. Turkzadah Jafar & et al. (2020). Assessing the challenges of Islamization of educational systems. *Journal of Research in School and Virtual Learning*, 1(7), 79-91.
2. Habitabar Hossein (2018). Office Health in the Light of Islamic Supervision and Control, with Comparison to Iranian Office System. *Journal of Ethical Researches*, 4(8), 97-116. <https://www.magiran.com/paper/1851186?lang=en>
3. Movahedi Moheb, Abdullah and Jahangiri, Mehri (2016). The supervision system for managers in the "Alawite" management emphasizing "Nahjol balaqe". *Journal of Nahjbalagheh*, (48), 43.
4. Zarei Ali and Basirat Meysam (2016). Mechanisms for Supervision and financial control of urban management. *Journal of Geography. Civil Engineering and Urban Management Studies*, 2(2), 62-78.
5. Hakak, Mohammad Montazeri & Najafabadi, Razia (2020). The role of offensive supervision on job stress and deviation of employees of selected banks in Najafabad city with the role of self-regulatory mediator. *Journal of Career and Organizational Counseling*, 44(12), 9-24.
6. Shams Abdul hamid (2012). An Introduction to Controlling and Supervision System Engineering to Impede Systematic Corruption. *Journal of Management and Development Process*, 25(1), 149-179. <http://jmdp.ir/article-1-1058-fa.html>
7. Sadeqi Jaqeh, S. (2019). Transparency, Supervision and Efficiency. *Strategic Studies Quarterly*, 21(82), 7-34.

8. Amiri, Azam & Shafiei, Abuzar (2014). Supervision and control in educational management. the first scientific conference on educational sciences and psychology of social and cultural injuries in Iran, Tehran.
9. Babaeian Ali (2007). The role of intermediary institutions in the system of social control. *Journal of Law Enforcement Science*, 3(9), 59-75.
10. Pirniakan Amir Lotfollah (2020). The Definition and Types of Supervision and Control in Iranian Law. *Journal of interdisciplinary legal research*, 1(1), 67-79.
11. Sharifzadeh Fattah and Firuzjai Ali adabi (2009). The Impact of control and investigation on establishing and improving accountability culture. *Journal of Management Studies in Development and Evolution*, 15(58), 127-142. [http://jmsd.atu.ac.ir/article\\_5023.html](http://jmsd.atu.ac.ir/article_5023.html)
12. Rezayan Ali (2011). Principles of Management. First edition. Tehran: Samt publications.
13. Gorji Aliakbar and Fathi Younus (2012). Comparative Study of Supervision on Selective Qualifications. *Journal of Judiciary's Law*, 76(78), 211-246. <https://doi.org/10.22106/JLJ.2012.11060>
14. Faqih Abulhasan (2002). Public Sector Accountability: A Comparative Perspective. *Journal of Management Studies in Development and Evolution*, 8(29-30), 53-70. [http://jmsd.atu.ac.ir/article\\_4689.html](http://jmsd.atu.ac.ir/article_4689.html)
15. Yousefian Safoura & et al. (2016). The importance of strategic oversight and control in the organization, the Sixth International Conference on Accounting and Management and the Third Conference on Entrepreneurship and Open Innovation, Tehran.
16. Mahmodiyan Hameed, Sajidi Ali Mohammad and Faqih Tahera Begum (2015). Supervision and control from the managerial point of view of Imam Ali (as). *A Journal of new approach to educational management*, 1(21), 191-211. <http://ensani.ir/fa/article/352991>
17. Nikpour Amin (2016). Designing a model the public supervision in order to prevent administrative corruption in state agencies of Iran. *Journal of Majlis and Rahbord*, 23(87), 201-231. <https://www.magiran.com/paper/1596205?lang=en>
18. Sajadi Saieda Azam, Fathi Muqaddam Abdullah and Azarmi Sumiya (2016). Review on effective educational supervision. *Journal of Educational Studies*, 9(1), 40-49. <http://nama.ajaums.ac.ir/article-1-241-fa.html>
19. Ferozanda Lutfullah (2006). Controlling and supervision in Islamic management. *Journal of Majlis and Rahbord*, 53(13), 55-86. <http://ensani.ir/fa/article/185638>