PERSONNEL SUPERVISION, BUREAUCRATIC CONTROL AND TECHNOLOGICAL CONTROL AS MECHANISMS FOR MANAGERIAL CONTROL IN WORKPLACE

Francis C. Anyim, Dumebi A. Ideh And Ndubuisi M. Ufodiama

Department of Industrial Relations and Personnel Management,
Faculty of Business Administration,
University of Lagos, Nigeria.

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ABSTRACT

Within organizations, control can be viewed as the process through which managers regulate the activities of organizational members so as to ensure that they are consistent with the goals and standards of the organization. A goal, especially organizational goal is a desired future state an organization attempts to realize. As shown in the paper, there are several ways through which managers can regulate and control the activities of individuals and units so that they can remain consistent with organization goals and standards. It is within this context that this paper focused on three out of many managerial controls/ measures and/or methods which a manager can adopt in directing activities in the workplace for enhanced performance. These controls are: personnel or employee supervision, bureaucratic and technological controls. In achieving the objectives of the paper, several literatures on managerial controls were reviewed and situated within the confines of two, out of so many theories namely, the Structural Functionalist and Scientific Management theories because of their emphasis on performance and productivity in organization. The paper concludes that none of the three methods of managerial control examined is better than the other rather the application of each method depends on the prevailing circumstances within the organization. Besides, an organization can decide to apply the three types of controls simultaneously considering size and the resources at its disposal. Finally, this paper is useful as it emphasizes the need for control mechanisms to be taken as measuring rod by managers in ensuring that there is no deviation from set standards.

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INTRODUCTION

There are several activities that all managers pursue in fulfilling the organization's objectives. These activities include staffing, leading, motivating, regulating, disciplining, maintaining order, evaluating etc. As reported in Haimann (1965), these managerial activities in the organization are summed up and referred to as basic management functions which include: (a) *planning, (b) organizing, (c) directing, (d) coordinating, and (e) controlling*. In the management literature, one may encounter other lists of functions however, the afore-mentioned functions are at the heart of what managers do. For instance, it is through the platform of *planning* that questions relating to what should be done? Why should it be done? Where it should best be done? By whom, it should be done? How it should be done? are raised and answers provided by the organization.

In *organizing,* management is responsible for structuring the framework within which things get done and determining how best to commit available resources to serve the organization's purpose and carry out its plans. Under this categorization, managerial activities such as staffing are covered.

Similarly, directing as a managerial function is concerned with assigning specific resources or focusing certain efforts to accomplish specific task as required. Simply put, *directing* is running an organizational unit on a day-to-day basis. Issues within the purview of *directing* in the organization include leading and motivation.

Furthermore, coordination as a managerial function in the organization consists integrating activities and balancing tasks so that appropriate actions can take place within the proper physical and temporal relationships. Van Vliet (2011) stated that when all activities are harmonized, the organization would function better. Consequently, positive influence on employees behavior is important in the art of coordinating the activities of the organization. Furthermore, coordination therefore, aims at simulating motivation and discipline within the group dynamics. It requires clear communication and good leadership since it is through positive employees behavior that the intended objectives of management could be achieved (Van Vliet, 2011).

Controlling function of management on the other hand is about follow-up and correction, looking at what actually happened and making adjustments to encourage outcomes in line with expected or required results. Controlling as a concept deals with establishing standards for performance, measuring performance against standards, and dealing with deviations from standards.

There is no doubt that every organization both profit and non-profit making organizations have its objectives and goals to achieve. For non-profit making organizations, their goal is to satisfy the social needs of the citizens, while profit making organizations are established to maximize profit. In an effort to achieve these purposes, control measures more often than not play a vital role (Miller, Kets De Vries & Toulouse, 1982). The size and scope of these organizations have sometimes made it difficult for the administrators or managers to exercise personal and first hand control in their operations. It is in this light that control mechanisms are put in place by management. Consequently, the need for managerial control for continuity, sustainability, profitability, etc, in organizations need not be over emphasized. The presentation therefore examines personnel/employee supervision, bureaucratic and technological controls as means for managerial controls in an organization. The presentation is divided into the following parts namely: introduction, literature review, theoretical framework, methodology discussions on the three forms of managerial control, and conclusion.

Statement of the Problem

In Herzberg's Hygiene Factor Theory (1968), control or supervision is listed amongst the demotivators that can cause disaffection if not properly handled in the workplace, but managers owe it a duty to supervise the work of their subordinates for efficient delivery. The individual employee wouldn't want some degree of freedom in the course performing job, but managerial control by supervisors could be perceived as a mechanism or tool designed to stifle the employee's initiative and creativity. In organizations, employees performance assessment or rating exercise aside from being subjective, is fraught with anxiety on the part of the appraises, laced with bias and also exposed to *halo effect.*

Bureaucratic control which centres on formal rules and procedures does not allow for flexibility under an abnormal situation or to allow individuals to respond to specific circumstances as the case may be. By every measure, the method seems unsuitable for organizations operating in dynamic and rapidly changing environment since set rules cannot be varied. In similar vein, employees who cherish autonomy or freehand may not fit into the bureaucratic environment.

Technological control relies heavily on Information and Communication Technology (ICT) which exerts control on organisational functions. From experience, the use of technology is known to create less need for manpower or decrease in the number of employees utilized for organisational tasks. Besides, excessive use of technology leads to boredom and alienation on the part of employees. It is in view of the foregoing problems that this paper takes a look at the above managerial controls and how they could be effectively used by managers in the workplace.

Significance of the Study

The responsibility for the exercise of control in all organizations rests on every manager charged with the execution of work. Control aside from establishing standards or criteria for performance also involves measuring performance against set standards in order to determine if a goal has been accomplished or otherwise. Through control system, deviations from standards are corrected. Managerial control thus serves as a feedback mechanism.

Technological control seems to aid real-time information by showing what is happening while it is happening (e.g. system of clock-in-clock-out to indicate time of arrival and departure from work). Bureaucratic control supports fiscal discipline by ensuring that expenses or spending do not exceed budgetary allocations.

A good control system could disclose where failures are occurring and who are responsible for them and would ensure that a corrective action is promptly taken. However, control system could become a justifiable tool if deviations from set plans are corrected through appropriate management process. This paper which focuses on personnel supervision, bureaucratic control and technological control as mechanisms for managerial control in workplace is therefore significant based on the foregoing knowledge which it seeks to propagate.

LITERATURE REVIEW

Control especially managerial control has been under broad scientific research and reviews both in management accounting and organizational sciences (Chenhall, 2007).This accounts for the reasons why scholars have defined the concept from different perspectives depending on their disciplines, fields and orientations. Ouchi (1979) conceptualizes control as evaluation process which is based on the monitoring and evaluation of behavior or outputs. Considering the modern and contemporary non-bureaucratic organizations and the need for organizational change, the creation of systems that can facilitate control and steer the change for organizational success is essential.

In support of the above view, Adeleke (2012) posits that control is the regulation of activities in accordance with the prescribed design to achieve predetermined objectives. Therefore, control presupposes the establishment of standards in an organization which serves as metric for the measurement of individual's performance. Following this line of thought, control can be taken as the act of measuring and correcting individual's performance or shortfalls with the aim of facilitating the achievement of set goals or objectives.

Managerial control is the use of a number of techniques in organizations to evaluate employee's performance against predetermined targets or standards. Therefore, management control systems are directed towards achieving better results and operational efficiency. In line with findings,

operational efficiency appears no longer adequate to create sustainable competitive advantages, management control need to be expanded to managerial practices that cultivate employee co-operation and creativeness in the discovery and development of new business opportunities (Chua, Lowe, & Puxty, 2009).

It is the art of controlling that best illustrates the cyclical nature of management and the inseparability of the basic management functions. By its nature, controlling requires directing, coordinating, organizing and planning which are of cyclical process. Figure 1 sheds light on thee basic management functions which are described in the foregoing paragraphs.
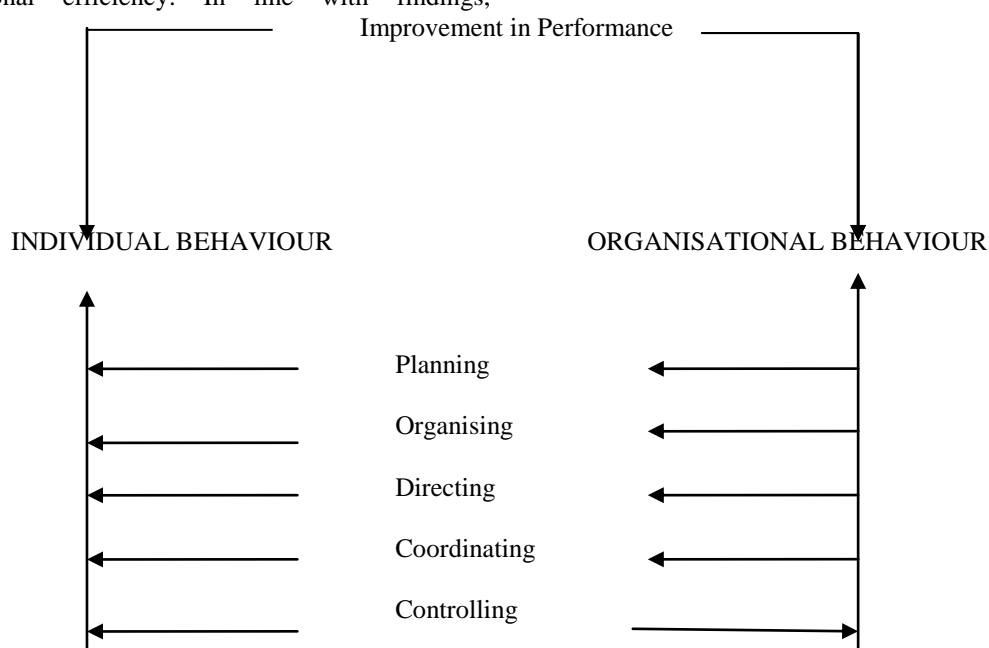
Source: *Adapted from Mullins and Gill (2010)*
Figure 1: Functions of Management

In Figure 1, control completes the cycle of managerial activities. Control involves the planning and organization of work functions, and guiding and regulating the activities of staff. Control provides a check on the execution of work and on the success or failure of the operations of the organization (Mullins & Gill, 2010).

The whole purpose of management control is the improvement in performance at both the individual and organizational level as shown in Figure 1. In fact, organizational controls describe the primary mechanisms that managers use to direct attention, motivate, and encourage organizational members to act in desired ways to meet organization's objectives (Eisenhardt, 1985, Ouchi, 1977; 1979; Snell, 1992).

The concepts of control are used in different contexts. Gupta (2016) explains that first, control is an executive function, second the concept is intimately connected with planning while in the third, the concept is seen as a process which guides activity towards some pre-determined goals. In the opinion of Gupta (2016), aside from different managerial terminologies, control is ensuring work accomplishment according to plans and also ensuring that activities are producing desired result. In a nutshell, control is an executive function involving three elements, standards, evaluative and corrective actions.

Interestingly, whatever the nature of control and whatever form it takes in an organization, Mullins and Gill (2010) posit that there are five essential elements in an organization control system(1)

planning what is desired (ii) establishing standards of performance; (iii) monitoring actual performance; (iv) comparing actual achievement against the planned target; and (e) rectifying and taking corrective action. Furthermore, Child (2005) identified six significant strategies of control by managers in the organization. (i) personal centralized control; (ii) bureaucratic control; (iii) output control; (iv) control through electronic surveillance (information technology); (v) HRM control (personnel supervision); and (vi) cultural control.

From the perspective of bureaucratic authority, Raelin (2011) described managerial control as a process where those higher in the organizational hierarchy (the managers) determine the effectiveness of those lower in the hierarchy (the workers). Thus by establishing performance standards managers can hold workers accountable while minimizing costs, controlling errors and otherwise regulating an increasingly complex environment (Raelin,2011). Aside from business objectives, organizations have control goals to ensure that the business objectives would be achieved and undesired events would be prevented or detected and corrected.

Theoretical Framework
Several theories such as the Sociological, Psychological, Structural Functionalist, Bureaucratic, Contingency, Agency, Scientific Management theories to mention but few can be used in explaining managerial control; hence, the Functionalist and Scientific Management theories are adopted in this presentation because of their emphasis on function and performance.

i.   The Structural Functionalist Theory
The structural functionalist approach is grounded on the assumption that "society has a concrete, real existence, and a systemic character oriented to produce an ordered and regulated state of affairs" (Morgan, 2000). According to Hassard (1995) the sociological positivism is accredited with being the foundation of the functionalist approach. Functionalism has been applied to the study in social sciences and the first attempts to introduce functionalism in social sciences relates to the work of anthropologists, such as Bronislaw Malinowsky and A. R. Radcliffe-Brown.

Malinowski pointed out that societies should be analyzed with regard to the relationships between the constituent parts and the environment (Malinowski, 2004). From Radcliffe-Brown's point of view the concept of function involves the notion of a structure consisting of a set of relations amongst units or entities, the continuity of the structure being maintained by life-processes made-up of activities of the constituent units (Radcliffe-Brown, 1952).

Starting with the work of Talcott Parsons, a general systems theory approach has been developed to analyze the social world. Stemming from Pareto's assumptions in the Social system, Parsons (1951) introduced a model for achieving a social equilibrium, named the AGIL model. AGIL is the acronym for 'Adaptation', 'Goal attainment', 'Integration' and 'Latency'. 'Adaptation' relates to the relation between the system and the environment; 'Goal attainment' specifies the system's main objectives and the resources needed to achieve the objectives; 'Integration' assures the control and coordination between parts; and 'Latency' provides motivation to parts. In applying the social theory to organizations, Parsons focused on the goal identification issue. In fact, Parson defined organizations as the primacy of orientation to the attainment of a specific goal and it is used as the defining characteristics of an organization which distinguishes it from other types of social systems (Parsons, 1956).

Parsons looked at the organization from both an external and internal perspective. From the external perspective, he tried to classify organizations according to their main functional problems. Economic organizations are more concerned with the adaptation problem; political organizations focus on the goal attainment problem; integrative organizations relate to the control problem; and pattern maintenance organizations try to solve the motivation problem. At the system level, according to Parsons' perspective, the organizational control is contingent upon organizational focus.

ii.   The Scientific Management Theory
On its own part, the scientific management theory was introduced in an attempt to create a mental revolution in the workplace by boosting performance through motivation of workers. This new approach (scientific management) was defined as the systematic study of work methods in order to improve efficiency. Frederick W. Taylor (1912) was its main proponent. Frederick Taylor, with his theory of scientific management, started the era of modern management. He decried the awkward inefficient or ill-directed movements of men as a national loss. He advocated a change from the old system of personal management to a new system of scientific management. Under personal management, a captain of industry is expected to be personally brilliant. Taylor claimed that a group of ordinary men following a scientific method would outperform the older "personally brilliant" captains of industry. From this, he posited that there was one best method for performing a particular task, and that if it were taught to workers, their productivity would go up.

Taylor's scientific management theory espoused careful specification and measurement of all organizational tasks. Tasks were standardized as much as possible. Workers were rewarded and punished. This approach appeared to work well for organizations with assembly lines and other mechanistic routinised activities where productivity is very essential.

According to Taylor (1911) "scientific management is not an efficient device, nor a device of any kind for securing efficiency; it is not a new system of figuring cost; it is not a new scheme of paying men; it is not a piece work system; it is not a bonus system; it is not a premium system; it is not a scheme for paying men; it is not holding stop watch on a man and writing things down on him. The essence of the scientific management was to "increase the output of average employee" on one hand and "improve the efficiency of management" on the other.

Operationalisation of Terms
In this paper, personnel/employee supervision is defined as a managerial control measure that involves the use of personal contact between managers or their representatives and subordinates. Bureaucratic control on the other hand involves the use of written rules and procedures to exert control in organization. Unlike personnel/employee supervision and bureaucratic control, technological control involves the use of Information Communication Technology (ICT) in controlling the activities and behaviours of organizational members in order to ensure conformity towards the attainment of organizational aims and objectives.

METHODOLOGY
The paper relied heavily on secondary sources of information by reviewing relevant literatures relating to managerial control. The paper also examined Structural Functionalist theory by Talcott Parsons and Scientific Management theory by Frederick W. Taylor which are theories that have bearing with employee performance and productivity improvement in the workplace.

DISCUSSIONS
Personnel/Employee Supervision
Traditionally, supervision is a way of stimulating, guiding, improving refreshing, encouraging and overseeing the group with the hope of seeking their cooperation in order for the supervisors to be successful in their task of supervision. Supervision is essentially the practice of monitoring the performance of workers or staff, and adopting appropriate techniques to correct the flaws and thereby increasing the standard of staff performance in a bid to achieving the ultimate goals of the organization.

The term supervision is derived from the work "Super Video" meaning to oversee, (Adeopoju, 2008).It is an interaction between at least two persons for the improvement of an activity. It is also an integration of processes, procedures and conditions that are consciously designed to advance the effectiveness of individuals' work and group. According to Hughes, and Pengelly (2008) to measure the performance of a worker, a supervision has to observe the worker on the job over a period of time. It is inferred that the supervisor may be familiar with the individuals with regards to performance and the fact that he has had the opportunity to observe the actual performance for a long time puts the manager in a vantage position to manage the individuals effectively.

Komaki (1986) defined personnel supervision as the supervision by personal contact with and direct supervision of subordinates. It consists of making sure through personal inspection and direct supervision that individuals and units behave in a way that is consistent with the goals of the organization. As opined by Kim (2002), personnel supervision can be very subjective, with the manager assessing how well subordinates are performing by observing and interpreting their behavior. As philosophy for control within an organization, personnel supervision tends to be found primarily in small firms where the activities of a few people might be regulated through direct contact. By its nature personnel supervision tends to be associated with the centralization of power and authority in a key manager, who is often the owner of the small business. Personnel supervision may work better when this key manager is a charismatic individual who can command the personal allegiance of subordinates.

The strength to personnel supervision includes the fact that it serves as an educative and supportive function. It is an opportunity to raise professional issues and gain further expertise. Also, personnel supervision allows an individual to learn from their own experiences in working with consumers, review and debrief approaches to recovery-oriented support practices, and ensure that service delivery is following best practice and standards. The supervisor must have skills to facilitate regular and systematic supervision. Personnel supervision can be facilitated by an individual, in a group setting or in a triad, with an additional facilitator to suit the size and culture of the organization. Group supervision may be a more feasible option for smaller or rural organizations.

Personnel supervision has some limitations. For one thing, excessive supervision can be demotivating. Employees may resent being closely supervised and may perform better with a greater degree of personal freedom. Moreover, the subjective nature of personal

control can create a lack of objectivity and procedural injustice in the performance review process.

Subordinates may also feel that favouritism, personal likes and dislikes, and individual idiosyncrasies are as important in performance reviews as actual performance. Personnel control is also costly in that managers must devote considerable time and attention to direct supervision of subordinates, which takes their attention away from other important issues. The real problem with personal control, however, is that it shrinks as an organization grows in size and complexity. As this occurs, the key manager has no choice but to decentralize decision making to accommodate others within the hierarchy if the enterprise is to keep on growing. To effectively achieve this requires the adoption of different control philosophy or approach.

However, even in large organizations, some limited personnel control is still used, although typically as an adjunct to other control methods. For example, while relying on objective metrics to monitor performance, the Chief Executive Officer may also use personal control to shape the behavior of his or her immediate subordinates. In turn, these managers may use personal control in addition to other control methods to influence the behavior of their subordinates. In sum and under the personnel supervision strategy, people management procedures are used both to develop employees at work and to control their behavior and performance. The essence of the strategy is to enhance employees contributions to the achievement of orgnisational goals and objectives. Examples include the use of selection methods to ensure that new recruits fit the profile of attitude, behavior and capabilities desired by management, the assessment procedures and reward systems used to motivate employees and to ensure conformity with set standards amongst others.

Bureaucratic Control
Bureaucracy like other business words within the management sciences have attracted varied definitions from different perspectives but pointing at almost the same thing. For instance to students of government, bureaucracy in a literal sense means 'rule by the bureaucrats' that is rule by officials.

Maduabum (2008) defines bureaucracy as an "integrated hierarchy of specialized officers, defined by systematic rules – an interpersonal routine structure wherein legitimized authority rests in the office and not in the person of the incumbent. In support of Maduabum's views, Appleby (1981) maintained that bureaucracy is 'a type of organization designed to accomplish large-scale administrative tasks by co-coordinating the work of a large number of persons in a systematic manner. Onuoha (1999) defined the term bureaucracy as an organization

characterized by career service, which relies on and adopts rules and regulations for its operation. According to him, bureaucracy is hierarchical, and promotion is based on professional merit and skills.

Bureaucratic control therefore is a control through a formal system of written rules and procedures. Bureaucratic control methods rely primarily on prescribing what individuals and units can and cannot do-that is, on establishing bureaucratic standards.

Almost all large organizations use some bureaucratic controls. Familiar examples are budgetary controls and controls over capital spending. Budgets are essentially a set of rules for allocating an organization's financial resources. For instance, a subunit's budget can specify with some precision how much the unit may spend and how the spending should be allocated across different areas. Senior managers in an organization use budgets to control the behavior of subunits. For example, a Research and Development budget might specify how much a research and development unit can spend on product development in the coming year. Research and Development (R&D) managers know that if they rely so much on one project, they will have less to spend on others; so they modify their behavior to stay within the budget. Most budgets are set by negotiation between head office and subunit managers.

The term bureaucracy often have negative connotations, in fact bureaucratic control methods can be useful in organizations. They allow managers to decentralize decision making within the constraints specified by formal rules and procedures. However, great reliance on bureaucratic rules can lead to problems. Excessively formal rules and procedures can be stifling, limiting the ability of individuals and units to respond in a flexible way to specific circumstances. This can sour performance and sap the motivation of those who value individual freedom and initiative. Consequently, extensive bureaucratic control methods may not well be suited to organizations facing dynamic, rapidly changing environments or to organizations that employ smiled individuals who value autonomy, (Ejiofor & Anagoh, 1994).

The costs of monitoring the performance of individuals and units are to ensure that they comply with bureaucratic rules which can also be significant and may outweigh the benefits accruable to establishing extensive rules and standards. Bureaucratic standards can also lead to unintended consequences if people try to circumvent or find ways around rules they think are unreasonable or inimical to them. An example of bureaucratic control is the use of company's Hand Book to control the actions and conduct of employees in the organization.

Technological control

Unlike personnel and bureaucratic systems of managerial control, technological control is the use of Information Communication Technology to exert control in an organization. Stressing the importance of technology in modern organizations, Friedman, (2005) maintained that technological advancements play an important role in the evolution of labour processes in organizations. According to him, new technologies are utilized to standardize and restrict how work is performed so that the worker has no influence on how to conduct their work.

Technology refers to the use of scientific knowledge to invent tools that assist human beings in their efforts to overcome environment hazards and impediments to comfort. In this regard, technology refers to things like the computer, telephone, cell phone, television, radio, etc.

Whereas the computer provides facilities for processing, storage and retrieval, telecommunications, on the other hand, make available such facilities needed for the transfer of data and information. Information technology can simply be defined as the information revolution, a combination of massive increase in the world's inventory of information and the technical development of the means to cope with it (Olusanya & Olayede, 2013).

It is instructive to note that the exponential growth of information which brought about the so-called "explosion" of information was not solely a byproduct of the development of the information technology. As a matter of fact and frankly speaking, professionals from different fields of human endeavours have naturally continued to undertake researches and turn out their findings. The same for judges and magistrates in courts who would continue to hand down their judgements and decisions; just as stock-market transactions would have to be recorded. No doubts also that world events would invariably inspire news stories. All these processes have transmitted the information generated by these activities to the larger society.

The relationship between information and technology has become logically apparent and symbiotic. The fact remains that for as long as there was no need for information, the need for automated method to produce, process and store and disseminate it would not have arisen. The inspiration, attempts and efforts which have culminated in the development of information and data processing techniques (i.e. technology), which we now use were borne out of sheer necessity. The necessity was that of the need to produce the required information in the most economical, quick and reliable means possible (Thioune, 2002).

To illustrate from the point of view of the business enterprises, apparent needs for information is derived from both external and internal demands. Information on such things as billing, collecting, selling, delivering, producing, stock-keeping, disbursing, receiving and buying constitute the internally-derived information needs of a typical business firm. On the other hand, externally derived ones may come from related industries, customers, stockholders, unions, government, insurance, banks, vendors, competitors and world events.

All the range of information listed would be needed in one way or the other to facilitate a number of business activities; operational and managerial control (Crede & Mansell, 1998).

It is an incontrovertible fact that the great impact of information technology is felt by all-individually and collectively-regardless of ethno-racial, socioeconomic and geo-political variations among peoples of the world. In the home, education and training, health, defence and security, finance and commerce in the industry and in the office, the impact of information technology is an inescapable manifest (Chisenga, 1995). Majority of Nigerians today are engaged in information related jobs, while the rest are in industries that rely heavily on information.

 In an era of global markets and global competition, the technologies to create, manipulate, manage and use information are of strategic importance. These technologies will help business remain competitive and create challenging, high-paying jobs (Ndukwe, 2002). A good example of technological control is the use of circuit television to watch candidates writing examinations in Universities, and the use of portal opening and closure to control students' registration in order to check late payment of tuition and other fees.

Aside from reliance on personnel supervision, the use of Information and Communication Technology (ICT) assists management in assessing the records and also to monitor the speed and quality of work. Through ICT control, confidential information are kept secret, access to computer databases are controlled to ensure compliance. Through the ICT, performance of employees can be monitored and used readily as the basis for reward and discipline.

Table 1: Comparison of Personnel Supervision, Bureaucracy and Information Technology as Strategies for Managerial Control in Organizations

	Personnel supervision	Bureaucratic Control	Information Technology control
1	Use of selection methods to ensure that new recruits 'fit' the profile of attitude, behavior and capabilities desired by management (e.g. employment tests/criteria for employment).	Breaking down of task into easily definable elements	Speed and quality of work remotely recorded and assessed
2.	Training and development designed to reinforce this desired profile	Formally specified methods, procedures and rules applied to the conduct of tasks.	Employee's performance assessed against that of other employees and trends
3	Use of Performance management techniques such as performance appraisal to assess performance standards	Budgetary and standard cost-variance accounting controls (e.g. expense authorization)	Monitoring of performance for employee reward and discipline (e.g. factories).
4	Reward systems used to encourage performance and retention	Technology designed to limit variation in conduct of tasks, with respect to pace, sequence and possibly physical methods	Control to ensure business continuity (e.g. minimum deposit).
5	Goal setting through performance targets	Routine decision-taking delegated within prescribed limits	Control to achieve fraud prevention (e.g. autrhorized withdrawals, ATM, Debit Cards).
6	Disciplinary programmes to ensure conformity	Reward and punishment systems reinforcing conformity to procedures and rules	Control to ensure compliance with bureaucratic policies and recourse to constituted

Source: Authors' experience as an employee in the private and public companies.

It may not be readily admitted, however, most people would probably prefer some degree of control over their lives because it gives them some stability and contributes to their general welfare and safety. Nevertheless, the negative connotation of control still exists and is amplified by the ways in which controls have been traditionally set, implemented and used in formal organizations (Luthans, 1989). Therefore, it is important that managerial controls are designed and implemented in a constructive and rewarding way for the benefit of the organization and the employees.

For a control system to be meaningful, it must be understood by everyone involved in its operation. Similarly, an effective control system should show deviations from the desired standards of performance in good time. In the same vein, the control system should draw attention to the critical activities important to the success of the organization. Furthermore, to be effective, control systems should be flexible and subject to a continual review to ensure they are effective and appropriate in terms of the results they produce (Hicks & Gullet, 1976; Mullins & Gill, 2010).

CONCLUSIONS
In conclusion, it could be seen that the three managerial control strategies under focus (i.e personnel supervision, bureaucracy and information technology) perform different roles in the organization even though their roles sometimes overlap or complement each other. For instance, personnel supervision ensures the realization of organizational objectives through the use of appropriate selection criteria to acquire new recruits that would fit the profile desired by management.

Another means of managerial control through personnel supervision is application of training and development programmes designed to ensure that appropriate skills are acquired for the good of the organization and the use of objective performance tools to ensure that deserving employees are appropriately rewarded.

However, although personnel supervision recognizes that employees need to take some time off work to rest and energize themselves, bureaucratic control ensures that this would not be done without appropriate authorization or due process.

In the same vein, information technology as means of managerial control helps in reducing the organization's exposure to undesired outcomes. Consequently, control measures are improved. A case in point is the deployment of Information Technology to check fraud in the system and to ensure compliance with rules and policies set by the organization.

On the overall, it is worth noting that there is nothing like perfect control. For instance, there have been instances of fraud in the banking system despite the deployment of Information and Technology as a control. Similarly, the bureaucratic control that ensures that employees indicate time of arrival to work has been subjected to several abuses especially in the public sector as employees indicate false time of arrival at work.

In the same vein, personnel supervision as means of control in organizations has been roundly criticized for being over-bearing and therefore stifling innovation and creativity. In many instances, the

objectivity of performance appraisal process in organizations have been called to question while the use of training and development as tool for the improvement of personnel skills have also come under criticisms for not achieving the desired outcomes. The import of the foregoing instances is to underscore the point that complete assurance that the accomplishment of managerial control strategy would proceed according to plan is difficult to achieve because of the likely occurrence of unforeseen events. However, the adoption of good control measures could make personnel to be reasonably confident that no unpleasant gap or surprises would occur in the course of deploying the various control measures or metrics in the workplace.

From discussions, it has been established that the various managerial control measures can be used to complement each other. Besides, the circumstances or situation at hand to a great extent determines the appropriate control to deploy in tackling a particular problem. If one control measure is seen to be ineffective, another measure could be applied as an alternative provided the desired outcomes, or expectation(s) is achieved.

LIMITATION OF THE STUDY
This paper being a qualitative study relied on existing literature, the skills and experiences of the authors which might raise the issue of subjectivity. However, it is suggested that future researchers could undertake a quantitative study with the intention of having a balanced view on the topic or subject-matter.

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