

Organizational Control as an Approach to Building Institutional Commitment:

A Field Study on Organizational Dynamics within the Bougara Boularas Hospital Institution – Tébessa

BRAI Toufik ¹, BOURAS Nouredine ²

¹ Echahid Cheikh Larbi Tebessi university, Tébessa (Algeria), toufik.brai@univ-tebessa.dz

² Echahid Cheikh Larbi Tebessi university, Tébessa (Algeria), noureddine.bouras@univ-tebessa.dz

Received:10./11/2025

Accepted: 29./10/2025

Published:26./01/2026

Abstract:

This study aimed to determine the level of Organizational Control and Organizational Commitment in the Healthcare Institution of Bouguerra Boulaares in Tébessa. To investigate this, the study proceeded from a set of questions and hypotheses; therefore, a descriptive methodology was adopted. Using the tools of questionnaire and observation, we subsequently obtained a set of data, which we then analysed using the Statistical Package for the Social Sciences (SPSS). After presenting and analysing the data derived from the field of study, the study found a relationship between its variables, indicating a reflection of Organizational Control on Organizational Commitment in the institution under study. The study was also discussed in light of previous research.

Keywords: Organizational Control, Organizational Commitment, Healthcare Institution.

1. INTRODUCTION:

The topic of organizational control is among the subjects that have generated and continue to generate considerable discussion in various scientific circles, as it represents a point of intersection for multiple disciplines such as organizational sociology and work sociology on one hand, and administrative sciences and others on the other. This is because it is among the most important fundamental processes for reviewing and evaluating the behavior and performance of individuals within institutions, with the aim of ensuring compliance with specified tasks, rules, and regulations. From this perspective, it becomes clear that organizational control plays an important role in determining human resource efficiency and raising the level of work performance effectiveness, making appropriate decisions, and implementing them in the best possible manner, in order to assess workers' ability to accomplish required tasks with high efficiency.

This can only be achieved if a motivating work environment is provided that makes individuals feel a sense of belonging and job stability, because a work-motivating environment is considered an important driver for raising worker morale. Through such an environment, individual behaviors are directed according to institutional objectives, such that goals cannot be achieved except through the presence of human resources with high commitment toward the institution. Consequently, increasing the level of organizational commitment is positively reflected on actors within the organization through its influence on levels of belonging, stability, and job satisfaction.

Therefore, in this study, we will attempt to reveal the impact of organizational control on organizational commitment among employees at Bouguerra Boulaares Hospital in Tébessa, according to the following methodological and epistemological process:

1.1. RESEARCH PROBLEM:

Organizational effectiveness is considered a fundamental criterion for determining the success of any institution, from strategy formulation to goal achievement. To reach this success and effectiveness in any organization, it is necessary to provide a control system for activities to prevent deviation from what is planned.

For this reason, organizational control has received attention from many researchers with the aim of understanding its effective role in regulating relationships between workers and their supervisors. It is also considered one of the most important functions that institutions pay great attention to in order to ensure work proceeds with efficiency and effectiveness and to verify the achievement of their objectives. Therefore, institutions must follow a specific control pattern in accordance with what aligns with the nature of their activity, human resources, and organizational structure. It is a fundamental mechanism that cannot be dispensed with because it is the process that helps ensure human resources comply with laws, regulations, systems, and procedures in effect within the institution. It also works to correct errors and deviations in order to achieve the best results, raise the level of effectiveness, improve work performance, make and implement decisions in the best possible manner, improve service quality, and enhance the sense of responsibility among workers who are considered the basic unit in the institution. When appropriate organizational conditions are provided for them, they contribute significantly to increasing progress and creativity, gain a sense of belonging, achieve some stability, and can raise their level of commitment.

This latter aspect is considered a feeling that connects the individual to their organization, contributing to building a strong organizational culture characterized by respect, transparency, and trust. It provides workers with opportunities for development, creativity, and innovation, as well as enhancing the sense of responsibility and increasing communication between employees and their supervisors. Workers who have a high level of commitment to their organizations are characterized by trust and

commitment, which is the foundation of administrative and organizational processes. They are also characterized by belonging to their organizations and help achieve stability in their jobs and satisfaction with them. All these variables contribute to achieving institutional objectives and reaching their goals, and reducing the desire to transfer from them because the worker sees themselves as an integral part of it as a result of their enthusiasm and love for it and their sense of pride in its success.

Like other institutions, hospital institutions in Algeria have sought to implement control systems in order to ensure the smooth and accurate operation of organizational processes and achieve their objectives on the other hand. At the same time, these institutions have focused on the foundation and core of these processes, which is human resources, considered primarily responsible for achieving returns from these processes. Therefore, they have sought to care for them by providing a suitable climate, attempting to ensure their stability, satisfaction, and commitment.

From here came this current study to determine the impact of organizational control on organizational commitment among employees at Bouguerra Boulaares Hospital in Tébessa by posing the following question:

What is the impact of organizational control on achieving organizational commitment among employees at Bouguerra Boulaares Hospital in Tébessa?

To answer this question, this study was based on a set of hypotheses as follows:

First Hypothesis:

- There is a statistically significant effect at the 0.05 level between organizational control and organizational commitment among employees at Bouguerra Boulaares Hospital in Tébessa.

Second Hypothesis:

- There is a statistically significant effect at the 0.05 level between organizational control in its dimensions on organizational commitment among employees at Bouguerra Boulaares Hospital in Tébessa.

1.2. BUILDING AND DEFINING STUDY CONCEPTS:

1.2.1. THE CONCEPT OF ORGANIZATIONAL CONTROL:

Organizational control is a core governance function that ensures managerial decisions and organizational actions remain aligned with strategic objectives, legal expectations, and accountability requirements. control involves structured monitoring and control processes that enable organizations to identify deviations and correct them proactively. According to Moynihan (2008), organizational control consists of monitoring and accountability mechanisms designed to ensure that managerial actions support organizational goals and protect the public interest. From the perspective of agency theory, control reduces managerial discretion and limits opportunistic behavior by enforcing compliance with rules and strategic objectives (Eisenhardt, 1989). In the public sector, control plays a critical role in performance management; it enables institutions to track results, identify inefficiencies, and implement corrective measures that enhance transparency and accountability (BCG & Newcomer, 2018). Furthermore, control entails systematic evaluation of organizational practices to verify compliance with standards, prevent mismanagement, and strengthen organizational integrity (Hay & Cordery, 2021). Overall, organizational control can be understood as a continuous, dynamic process aimed at safeguarding transparency, promoting accountability, and ensuring that resources are used efficiently to achieve intended outcomes

Through the theoretical heritage represented in the previous definitions as well as exploring the field of study, organizational control can be viewed operationally as an attempt to correct errors and deviations through clarifying the rules and procedures in effect, as well as verifying the achievement of objectives in order to achieve effectiveness.

1.2.2. The Concept of Organizational Commitment

Organizational commitment remains a strategic determinant of employee retention and job performance, and recent research emphasizes its psychological and motivational dimensions. Kim and Beehr (2023) conceptualize commitment as a strong psychological bond that motivates

employees to remain in the organization despite external job alternatives. Panaccio et al. (2022) highlight the emotional attachment of committed employees, noting that such individuals internalize organizational values and voluntarily exceed formal job expectations. Hao, Shi, and Yin (2021) reinforce the multidimensional nature of commitment, arguing that affective, normative, and continuance components collectively shape an employee's decision to stay and contribute. Additionally, Alshaikh (2020) demonstrates that trust, engagement, and perceived organizational support are critical antecedents that sustain employees' behavioral intention to remain. Collectively, recent literature conceptualizes organizational commitment as an emotional and motivational state that drives employees to maintain membership and actively contribute to organizational success.

Through the theoretical heritage represented in the previous definitions and the exploration of the field of study, it can be procedurally considered as the individual's sense of belonging to the organization in which he works, the extent of his satisfaction with it, his preference for it over other organizations, and his ability to be flexible while interacting in it.

1.3. Study Domains:

1.3.1. Spatial Domain of the Study:

The field study was conducted at Bouguerra Boulaares Hospital in Tébessa, which is located in Bekaria municipality, Tébessa province, 10 km away from the provincial headquarters and covering an area of 07 hectares.

1.3.2. Temporal Domain of the Study:

The time period allocated for this study extended from January 31, 2024, to the end of November of the same year, during which we conducted an exploratory visit to the institution, through which we obtained some data to be used in the study such as the organizational structure and information about the institution. After determining our research population in terms of number and characteristics, as well as the required sample size, we

distributed the questionnaire to the selected study sample units and retrieved them later in order to use the obtained data to achieve the study objectives.

1.3.3. Human Domain:

The number of employees at Bouguerra Boulaares Hospital in Tébessa is 284 workers. We selected our sample using the stratified random sampling method. This method is used when the degree of homogeneity in the research population is reduced, which is what we found in our research population that consists of several socio-professional categories (doctors, administrators, nurses).

This was done based on Steven Thompson's law for calculating the sample according to the following equation:

Population Size N= 284

Sample Size = 163.531147

Steven Thompson's Equation

$$n = \frac{N \times p(1 - p)}{[(N - 1) \times (d^2 \div z^2)] + p(1 - p)}$$

Population Size N

Parameters:

Z = The standard score corresponding to the 0.95 confidence level and equals **1.96**

d = Error rate and equals **0.05**

P = Rate of characteristic availability and neutrality **0.50**

After determining the original population of the study and determining the sample size according to the aforementioned law, we identified the number of workers in each stratum and took the proportion that represents each stratum to obtain the sample as shown in the following table:

Table (1): Shows the method of obtaining the sample

Category (Stratum)	Total Number from Research Population	Percentage from Original Number	Number of Sample Units in Stratum
Doctors	65	22.89%	37
Nurses	160	56.34%	92
Administrators	59	20.77%	34
Total	284		163

The source: Prepared by the researchers

The number of sample units reached 163 units, and after going to the field and distributing the questionnaire, we obtained 133 valid questionnaires for analysis. The number of lost questionnaires was 30.

2. THE METHODOLOGY USED IN THE STUDY:

We chose the descriptive analytical method because it aligns with the subject and nature of the current study. This type of methodology is used to describe the phenomena to be studied by highlighting the characteristics of these phenomena, clarifying the relationships between their variables, and analyzing and interpreting their causes with the aim of reaching conclusions to understand reality and achieve the study objectives.

3. DATA COLLECTION TOOLS:

Data collection tools are among the most important means that contribute to accessing information and facts about the study population. These tools differ according to the subject being studied, where we relied on **interviews** in the first stage while collecting information about the institution. We also utilized a set of **documents** as a source of data collection in our research, including data related to the institution (definition of the institution, its activity, geographical location, number of workers, etc.). We also relied on its organizational structure and some statistics related to the institution that is the field of study.

The current study relied on the **questionnaire** as the main tool for data collection, which contained seven sections whose items include the study dimensions to achieve the research objectives. In its final form, the questionnaire contained six socio-demographic data items in its first section, and 62 questions divided into six sections.

4. VALIDITY AND RELIABILITY TESTS OF THE STUDY TOOL

4.1. Calculating Study tool Validity Using Neural Networks

Table (03): Neural Network Analysis to Determine the Importance of Indicators for Each Dimension of the Organizational Control Axis

Indicators for the Dimension of Correcting Errors and Deviations			Indicators for the Dimension of Clarity of Rules and Procedures			Indicators for the Dimension of Verifying Goal Achievement		
Item	Importance	Normalized Importance	Item	Importance	Normalized Importance	Item	Importance	Normalized Importance
01	.025	28.6%	12	.046	52.6%	22	.004	4.9%
02	.015	17.3%	13	.030	34.1%	23	.042	47.6%
03	.057	64.4%	14	.024	27.3%	24	.035	39.4%
04	.045	51.4%	15	.022	24.4%	25	.088	100.0%
05	.014	16.3%	16	.034	38.1%	26	.059	67.2%
06	.017	19.9%	17	.040	45.2%	27	.029	33.4%
07	.013	14.8%	18	.011	12.6%	28	.027	30.4%
08	.042	48.0%	19	.025	28.3%	29	.027	30.6%
09	.019	22.0%				30	.036	40.4%
10	.028	31.3%				31	.041	46.4%
11	.032	36.7%						

The source: Based on SPSS V 27 software outputs

Through Table (03), it is evident that most indicators measure the dimension to which they belong with varying but acceptable and generally significant proportions, where the lowest impact rate for indicators reached 4.9%. Most proportions were moderate, with the impact rate for 10 indicators

out of 31 total indicators ranging above 40%, while the impact rate for 5 indicators out of 31 indicators ranged above 50%.

Table (04): Neural Network Analysis to Determine the Importance of Indicators for Each Dimension of the Organizational Commitment Axis

Indicators for the Belonging Dimension			Indicators for the Flexibility Dimension			Indicators for the Job Satisfaction Dimension		
Item	Importance	Normalized Importance	Item	Importance	Normalized Importance	Item	Importance	Normalized Importance
Q32	.011	12.2%	Q42	.020	22.1%	Q50	.054	58.3%
Q33	.034	36.7%	Q43	.024	26.0%	Q51	.059	64.0%
Q34	.027	29.4%	Q44	.059	63.8%	Q52	.036	39.4%
Q35	.015	16.6%	Q45	.026	28.5%	Q53	.030	32.8%
Q36	.033	36.1%	Q46	.043	46.5%	Q54	.027	28.9%
Q37	.041	44.0%	Q47	.022	23.7%	Q55	.019	20.1%
Q38	.029	31.3%	Q48	.028	30.7%	Q56	.029	31.4%
Q39	.021	22.9%	Q49	.027	29.7%	Q57	.039	41.9%
Q40	.015	16.6%				Q58	.041	43.9%
Q41	.092	100.0%				Q59	.028	29.9%
						Q60	.017	17.9%
						Q61	.024	26.0%
						Q62	.029	31.3%

The source: Based on SPSS V 27 software outputs

Through Table (04), it is evident that most indicators measure the dimension to which they belong with varying, acceptable, and generally significant proportions. The impact strength for 08 indicators out of 31 total indicators exceeded 40%.

4.2. Measuring Study tool Reliability

Table (05): Shows Reliability Coefficient Calculation Using Cronbach's Alpha Method

Variables	Items	Cronbach's Alpha Value
Study Axes	62 items	0.920

The source: Prepared by the researchers based on SPSS V27 software outputs

Through Table (05), it is evident that the reliability coefficients for the study variables are high and satisfactory, where the reliability coefficient reached 0.920, which is a high value that expresses the reliability of the study tool and its suitability for use to achieve the study objectives.

4.3. Socio-demographic Characteristics of the Sample:

In this part of the study, we will discuss the characteristics that distinguish the research sample individuals based on the personal data obtained.

Table (06): Shows Sample Distribution by Gender

Gender	Frequency	Percentage
Male	54	40.6%
Female	79	59.4%
Total	133	100%

The source: Prepared by the researchers based on SPSS V 27 software outputs

Regarding the gender variable, the quantitative evidence in Table No. (11) shows that the proportion of males out of 133 respondents is 40.6%, while the proportion of females is estimated at 59.4%, which is greater than the proportion of males. This disparity in proportions can be explained by the nature of changing employment patterns and job candidates, most of whom are females. This may be because males do not join employment positions immediately after graduation due to the obligation to perform national service. Additionally, most males prefer to work in private, industrial, and military sectors, which gives females more opportunities when submitting applications and employment requests in public institutions.

Table (07): Shows Sample Distribution by Age Variable

Age	Frequency	Percentage
20-25	48	36.1%
26-35	59	44.4%
36-45	22	16.5%
More than 45	4	3.0%
Total	133	100%

The source: Prepared by the researchers based on SPSS V 27 software outputs

Through Table (07) ,related to the age variable, we found that among 133 respondents, 44.4% represent the age group between 26-35 years, which is the highest percentage, followed in second place by the age group 20-25 years at 36.1%. The age group between 36-45 years occupies third place at 16.5%, while the category of workers over 45 years represents the lowest percentage at 3.0%. Therefore, we can say that the institution contains a large number of young people while there is a shortage in the experienced category due to their low presence rate in the institution.

Table (08): Shows the Marital Status of Sample Individuals

Marital Status	Frequency	Percentage
Single	72	54.1%
Married	41	30.8%
Divorced	17	12.8%
Widowed	3	2.3%
Total	133	100%

The source: Prepared by the researchers based on SPSS V 27 software outputs

Through Table (08) ,concerning the distribution of respondents by family status, 54.1% represents single individuals from the sample, where we can say that this category consists of those recently recruited by the institution and are in their early stages of work and in the process of establishing themselves. The married category occupies second place, and we can say that this category is characterized by social stability, while 12.8% and 2.3% represent divorced and widowed individuals respectively.

Table (09): Shows Professional Categories of Sample Individuals

Professional Category	Frequency	Percentage
Doctor	22	16.5%
Nurse	83	62.4%
Administrator	28	21.1%
Total	133	100%

The source: Prepared by the researchers based on SPSS V 27 software outputs

Through the above table, it is evident that the majority of sample individuals, estimated at 62.4%, work in the nursing profession, followed by 21.1% administrators, while doctors' percentage was estimated at 16.5%. From this, we see that these categories are distributed according to the nature of the structure that requires the number of nurses to be much larger as they are distributed across all departments, in addition to the administration working to ensure proper functioning, which explains the presence of a considerable administrative apparatus.

Table (10): Shows Years of Experience for Sample Individuals

Years	Frequency	Percentage
1-5	53	39.8%
6-10	48	36.1%
11-20	27	20.3%
More than 20	2	1.5%
Total	133	100%

The source: Prepared by the researchers based on SPSS V 27 software outputs

Through the recorded results, we notice that among 133 respondents, there is convergence between the age groups 1-5 and 6-10. We see that the age group 1-5 has the highest percentage estimated at 39.8%, followed in second place by the 6-10 years category at 36.1%. The 11-20 years age group was estimated at 20.3%, while categories of twenty years and above represent the lowest percentage estimated at 1.5%. During our interview with the institution's Human Resources Director, he acknowledged that after the COVID-19 pandemic, employment opportunities were opened for a large

number of both nurses and doctors, which explains the 39.8% whose years of experience range from 1-5 years and who are recently employed, while other categories with percentages of 36.1% and 20.3% are the more experienced categories in the institution.

Table (11): Shows Shift Hours for Sample Individuals

Shift Hours	Frequency	Percentage
0	40	30.1%
12	4	3.0%
13	4	3.0%
16	2	1.5%
24	23	17.3%
32	2	1.5%
36	42	31.6%
48	10	7.5%
72	2	1.5%
96	4	3.0%
Total	133	100%

The source: Prepared by the researchers based on SPSS V 27 software outputs

The table shows that the percentage of workers who do 36-hour shifts per week is the highest at 31.6%, followed by 30.1% representing 0 shifts per week, also followed by 17.3% who do 24-hour shifts per week. It is evident that the 31.6% representing 36 hours may be distributed between nurses and doctors, primarily due to the work system adopted by the institution and the nature of the department they work in. Those with 0 shift hours are administrative staff who work in departments that do not require a shift system, while other shift hours have very small percentages, which shows that the hospital relies heavily on the shift system to ensure complete comfort for patients.

5. TESTING STUDY HYPOTHESES

5.1. Testing the First General Hypothesis:

- There is a statistically significant effect at the 0.05 level between organizational control and organizational commitment among employees at Bouguerra Boulaares Hospital in Tébessa.

To test this hypothesis, simple linear regression was used between the organizational control and organizational commitment axes, and the results were as follows:

Table (12): Shows the Coefficient of Determination R SQUARE

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.599a	0.359	0.354	0.33980

The source: SPSS software outputs

It is evident from Table (12) that the coefficient of determination value reached 0.359 percent, which indicates that organizational control explains 35.9% of the variation in the level of organizational commitment. In other words, organizational commitment exists in the institution under study, and its level is influenced by a set of factors, one of which is organizational control, which explains 35.9% as mentioned previously.

Table No. (13): Shows Regression Significance ANOVA

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	8.463	1	8.463	73.292	.000 ^b
Residual	15.126	131	0.115		
Total	23.589	132			

The source: SPSS software outputs

Table (13) shows the regression significance, where the significance level value of 0.0001 indicates that the regression is acceptable, and therefore there is a relationship between the level of organizational control and the level of organizational commitment.

Table (14): Shows Regression Coefficients

Coefficients						
Model		Unstandardized coefficients		Standardized coefficients	T	Sig
		B	STD.Error	Beta		
1	Constant	1.807	0.214		8.443	0.000
	Organizational control	0.479	0.056	0.599	8.561	0.000
Organizational commitment						

The source: SPSS V 27 software outputs

Calculating Multiple Linear Regression:

To determine the relative importance of the independent variable (organizational control), we look at the standardized coefficient value (BETA), which shows that organizational control effectively contributes to this model, because the absolute value of its standardized coefficient is moderate at 0.599 and the t-test value equals 8.561 at a significance level of 0.0001. Through this table, we can write the regression line equation between the two variables as follows:

$$\text{Organizational Commitment} = 1.807 + 0.479 \times \text{Organizational Control}$$

This equation means that applying control by one percentage point means increasing the level of organizational commitment by 0.479, and it also means that the level of organizational commitment at zero level of control is 1.807.

5.2. Testing the Second Hypothesis:

Table (14): Shows Correlation Coefficients

Correlations					
		Organizational Commitment	Dimension 1	Dimension 2	Dimension 3
Pearson correlation	Organizational Commitment	1.000	.524	.493	.599
	Dimension 1	.524	1.000	.640	.721
	Dimension 2	.493	.640	1.000	.787
	Dimension 3	.599	.721	.787	1.000

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	m3	.	Forward (Criterion: Probability-of-F-to-enter <= .050)

The source: SPSS V 27 software outputs

This part of the output indicates that one model was created containing only Dimension 3. The "Method" indicates that the criterion for including a variable in a particular step is that the change in R-square from the previous model to the current model must be significant at 0.05. Accordingly, Dimension 1 and Dimension 2 were excluded due to their lack of contribution to the change in the coefficient of determination.

Table (16): Shows Coefficient of Determination

Model Summary						
Change statistics						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R square change	F change
1	.599 ^a	.359	.354	.33983	.359	73.256

The source: Prepared by the researchers based on SPSS V27 software outputs

It is clear from the table that the correlation coefficient ($R=0.599$) and the coefficient of determination ($R\text{ Square}=0.359$), which is the square of the correlation coefficient, shows us the proportion of variance in the dependent variable. In other words, the third variable explains 35% of the change in the dependent variable regardless of the effect of the other two dimensions. It also shows that the $R\text{ square change}$ (.599) for Model 1 equals the $R\text{ square change}$ (.599) for this first model. The reason is that $R\text{ square}$ for Model 1 represents the increase in variance calculated with an empty model (containing no predictors), where $R\text{ square}$ is 0.

Table (17): Shows Regression Coefficient

ANOVA						
1	Model	Sum of Squares	df	Mean Square	F	Sig
	Regression	8.460	1	8.460	73.256	.000 ^b
	Residual	15.126	131	.115		
	Total	23.589	132			
	Dependent Variable: Organizational Commitment Independent Variable: Organizational Control					

The source: SPSS software outputs

It is evident from the table that the F value equals 73.25 at a significance level of 0.0001, which means that the regression is statistically significant (does not equal zero) at a significance level of 0.01 or less, and the independent variable entered in the model affects the dependent variable.

Table (18): Shows Correlation Coefficients

Correlations										
	Model	Unstandardized Coefficients		Standardized coefficients	T	sig	Correlations			Collinearity statistics
		B	Std.error	Beta			Zero order	partial	part	tolerance vif
1	Constant	2.335	.153		15.237	.000				
	Dimension 3	.343	.040	.599	8.559	.000	.599	.599	.599	1.000 1.000
	Dependent Variable: Organizational Commitment.									

The source: SPSS V 27 outputs

The coefficients table shows that the variable (Dimension 3) is the one that has a statistically significant effect on the dependent variable, because its significance level value is less than 0.01. The remaining variables have no effect on the regression equation and did not enter into building the model.

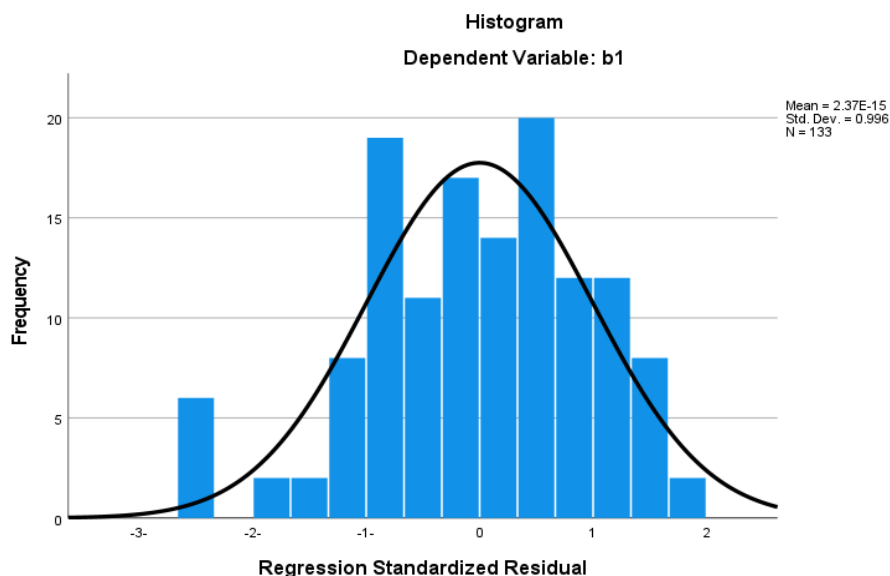
Table (19): Shows the Partial Correlation of Excluded Variables

Excluded Variables								
	Model	Beta in	t	Sig	Partial correlation	Collinearity statistics		Collinearity statistics Minimum Tolerance
						Tolerance	vif	
1	Dimension 1	.191 ^b	1.913	.058	.165	.481	2.081	.481
	Dimension 2	.058 ^b	.511	.611	.045	.381	2.625	.381
Dependent Variable: Organizational Commitment								

Source: Based on SPSS V 27 software outputs

The above table shows the partial correlation and significance level for the two excluded variables, where it is evident that their partial correlation value is very weak, and the corresponding significance level is greater than 0.05, and therefore they were excluded from the model.

Figure (1): Residuals Distribution



The graph shows that the residuals are distributed approximately normally, and it is evident that there are some outlying values, but they do not have a significant impact.

5.3. Deriving Results Related to the Hypotheses:

5.3.1. Deriving Results Related to the First Main Hypothesis:

This hypothesis stated the existence of a statistically significant effect at the 0.05 level between organizational control and organizational commitment among employees at Bouguerra Boulaares Hospital in Tébessa. This hypothesis was tested through stages, the first of which was testing the existence of a relationship between variables using simple linear regression, which indicated the presence of a positive direct correlation. We then used the coefficient of determination and found that the use of control explains 35.9% of the variation in the level of organizational commitment. By measuring the significance of regression, which reached a value of less than 0.0001, meaning this test is statistically significant, multiple linear regression was also used, which resulted in the institution's use of organizational control by one percentage point meaning an increase in organizational commitment level by 0.479, and also means that the level of organizational commitment at zero level of control is 1.807.

From the above, the empirical validity of the first main hypothesis has been established, whereby we found a relationship between the level of organizational control and the level of organizational commitment.

5.3.2. Deriving Results Related to the Second Main Hypothesis:

This hypothesis states the existence of a statistically significant effect at a significance level of 0.05 for organizational control in its dimensions on organizational commitment among employees at Bouguerra Boulaares Hospital in Tébessa. After testing the existence of a relationship between each dimension of organizational control and organizational commitment using **stepwise multiple regression**, which aims to reveal the effect of each dimension separately on the dependent variable.

Therefore, the empirical validity of the second main hypothesis has also been established, with the existence of a statistically significant effect at the 0.05 level between organizational control and organizational commitment among employees at Bouguerra Boulaares Hospital in Tébessa. It also became clear to us that the third dimension of the independent variable had the greatest impact on the change occurring in the dependent variable.

6. GENERAL STUDY RESULTS:

Through analyzing the data obtained from the field study, the current study reached a set of results that we review as follows:

- We found a statistically significant effect between organizational control and organizational commitment, and the institution's use of a strict control system in managing its human resources affects enhancing and increasing the level of organizational commitment.
- The validity of the second hypothesis was also established, i.e., the existence of a statistically significant effect at the 0.05 level of organizational control in its dimensions on organizational commitment among employees at the hospital institution.

7. CONCLUSION

The current study concluded the importance of organizational control as an administrative method adopted by organizations to regulate relationships and roles among actors through correction, which is positively reflected on employee commitment and appears through increasing their belonging and raising their satisfaction levels. Therefore, those in charge of organizations must adopt the control pattern that is compatible with the nature of human resources in order to ensure achieving their effectiveness, and this does not pass without increasing the level of commitment among their workers.

Studying and analyzing the topic in depth, following the recognized methodological and epistemological stages, it became clear to us that it still needs much analysis, especially at the level of Algerian institutions, by focusing on socio-organizational aspects that many studies have overlooked.

8. BIBLIOGRAPHY LIST;

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