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AN ANALYSIS OF CONTROL IN SCIENTIFIC PUBLICATIONS IN PORTUGUESE AND IMPLICATIONS FOR THE FORMATION OF THE EXECUTIVE SECRETARIAT

UMA ANÁLISE DO CONTROLE NAS PUBLICAÇÕES CIENTÍFICAS EM LÍNGUA PORTUGUESA E IMPLICAÇÕES PARA A FORMAÇÃO DO SECRETARIADO EXECUTIVO

Camila Silva de Oliveira
Undergraduate student, Pará State University, Brazil
E-mail: camilasilvaoliveira27@gmail.com

Jessica Calixto Silva Teixeira
Undergraduate student, Pará State University, Brazil
E-mail: jessicacalixto13@gmail.com

Silvia Letícia Brito Santos
Undergraduate student, Pará State University, Brazil
E-mail: britosilvia368@gmail.com

Raiana Jaqueline Costa dos Santos
Undergraduate student, Pará State University, Brazil
E-mail: jakelineset@gmail.com

Alexandre Jorge Gaia Cardoso
PhD in Agricultural Sciences, Pará State University, Brazil
E-mail: alexandre.gaia@uepa.br

Daniel Nascimento-e-Silva
PhD in Production Engineering, Federal Institute of Education, Science and Technology of Amazonas, Brazil
E-mail: danielnss@gmail.com

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Abstract

This study aimed to analyze the control concepts present in scientific publications published between 2019 and 2024 in Portuguese so that their implications for the professional training of executive secretaries could be identified. The study's framework consisted of the management process theory, specifically the control process, its fourth and final stage so that the state-of-the-art knowledge produced and published in Portuguese could be understood. The conceptual bibliographic method was used, which consists of formulating research questions and their respective response patterns, followed by data collection in scientific databases, which were then organized in the form of frequency tables and diagrams representing the logical scheme of the attributes of the control process, ending with the writing of the responses sought for submission to the scientific community for consideration. The data collected were conceptual definitions contained in these publications from 2019 to 2024 in 10 studies that underwent semantic analyses to

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generate the findings. The results indicated the existence of four approaches to control (action, function, support, and process), six attributes that characterize the control process and five implications for the training of executive secretarial professionals: 1)leadership in the execution of organizational strategies, 2) the ability to influence people to lead them, 3) mastery over control devices and applications, 4) focus on the performance predicted in the plans and 5) the establishment of a safety environment to achieve organizational objectives. The study's findings contribute to improving the training of executive secretarial professionals by positioning them as support for managers in achieving organizational objectives based on mastery over the control process. The originality of this study lies in the balance between the conceptual delimitations of the control process, the logical scheme constructed with the attributes that characterize the control process, and the five implications for the training of executive secretarial professionals.
Keywords: Control process; Management process; Control attributes; Control approaches; Executive secretariat.

Resumo

Este estudo teve como objetivo analisar os conceitos de controle presentes nas publicações científicas feitas entre os anos de 2019 e 2024 em língua portuguesa para que se pudessem identificar suas implicações para com a formação profissional do secretário executivo. O referencial do estudo foi a teoria do processo gerencial, especificamente sobre o processo de controle, sua quarta e última etapa, para que se pudesse compreender o estado da arte do conhecimento produzido e publicado em língua portuguesa. Foi utilizado o método bibliográfico conceitual, que consiste na formulação de questões de pesquisas e seus respectivos padrões de repostas, seguido da coleta de dados em bases científicas, que depois foram organizados em forma de tabelas de frequência e diagramas representativos do esquema lógico dos atributos do processo de controle, finalizado com a redação das respostas procuradas para submissão à apreciação da comunidade científica. Os dados coletados foram definições conceituais constantes nessas publicações do período de 2019 a 2024, em um total de 10 estudos, que sofreram análises semânticas para a geração das descobertas. Os resultados apontaram a existência de quatro abordagens para controle (ação, função, apoio e processo), seis atributos caracterizadores do processo de controle e cinco implicações para a formação de profissionais de secretariado executivo: 1)a liderança na execução de estratégias organizacionais, 2) a capacidade de influenciar as pessoas para liderá-las, 3) domínio sobre dispositivos e aplicativos de controle, 4) foco sobre o desempenho previsto nos planos e 5) o estabelecimento de ambiente de segurança para o alcance dos objetivos organizacionais. As descobertas do estudo contribuem para com a melhoria da formação dos profissionais de secretariado executivo porque os colocam como suportes aos gestores nos seus desafios de alcançar os objetivos organizacionais a partir do domínio sobre o processo de controle. A originalidade desse estudo reside no balanço sobre as delimitações conceituais do processo de controle, o esquema lógico construído com os atributos caracterizadores do processo de controle e as cinco implicações para a formação do profissional de secretariado executivo.
Keywords: Processo de controle; Processo gerencial; Atributos do controle; Abordagens do controle; Secretariado executivo.

1. Introduction

The management process is a procedure carried out in four stages to rationalize the use of resources in search of achieving challenging objectives (Aleksoski et al., 2020; Rubashkin et al., 2023; Moreira et al., 2020). The first stage is planning, which aims to define what to do (objectives) and how to do it

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(strategy), configuring these decisions in a plan (Suwandi et al., 2024; Astuti; Fadjarenie, 2024). The organization process is the second stage, which focuses on the resources necessary so that the objectives and goals contained in the plan can be effectively achieved (Silva et al., 2021; Bezerra et al., 2024). The management process focuses on combining people's efforts to achieve the objectives and goals of the plans using available and planned resources through motivation, leadership, and communication schemes (Maheshwari et al., 2023; Burban, 2023). The control process has the challenge of constantly monitoring the execution of plans to identify dysfunctions and nonconformities for continuous corrections and improvements in the case of positive results (Silva et al., 2021; Bezerra et al., 2024). The control process is perhaps the least known of the stages of the management process. So much so that experience has shown that many people unfamiliar with management imagine that people are their priority focus, so controlling is almost synonymous with controlling people's behavior. However, from a scientific point of view, the number of studies on this stage of the management process has been continually increasing. Six million documents on the control process can be found on Google Scholar alone, with an incredible 138,000 studies published in 2024 alone. This extraordinary feat is because what is planned is brought closer to what is done, so there is minimal waste of resources and human effort. The need for knowledge and skills in control methods and techniques is a challenge for practically all professions, especially for executive secretaries.

Executive secretaries are management support professionals (Ahmad, 2024) who help to consolidate the organization's culture (Matos et al., 2024). Suppose this culture is one of optimizing resources to achieve objectives. In that case, the control process is probably given the utmost importance, often under the supervision of an executive secretary, whose mission is to mediate and negotiate the objectives to be achieved with the almost always limited resources available. In this scenario, the presence and essentiality of this professional are often seen and felt, combining the skills of executives with the abilities of negotiators so that they can adequately fulfill their numerous and diverse missions. For this reason, it

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is essential to understand the implications of the control process for the training of executive secretaries.

Thus, this study aimed to analyze the concepts of control present in scientific publications published between 2019 and 2024 in Portuguese so that their implications for the professional training of executive secretaries could be identified. To this end, three guiding questions were formulated for the research: What are the approaches to control present in the literature? What are the main attributes that characterize the phenomenon of control? 3) what are the main implications of these attributes and approaches for training executive secretaries? The conceptual bibliographic method was used in its four stages to generate the answers: a) formulation of research questions and their respective response patterns, b) data collection in scientific databases (Google Scholar), c) organization of the data so that the answers sought could be viewed and d) generation of the answers and preparation of the manuscript for submission to the scientific community for consideration.

2. Research Methodology

This study aimed to analyze the conceptual definitions of control found in the scientific literature published in Portuguese between 2009 and 2024 using the conceptual bibliographic method to understand its implications for the training of executive secretaries. To this end, the following guiding questions were formulated: a) What approaches to control are found in the scientific literature published in Portuguese? b) What are the attributes that characterize control? c) What logical scheme can be inferred from the phenomenon of control with implications for the training of executive secretaries? The methodological design of the research followed the guidelines contained in the studies by Nascimento-e-Silva (2020a; 2021a; 2021b; 2021c; 2023), which deal with the application of the conceptual bibliographic method.

2.1 Study design

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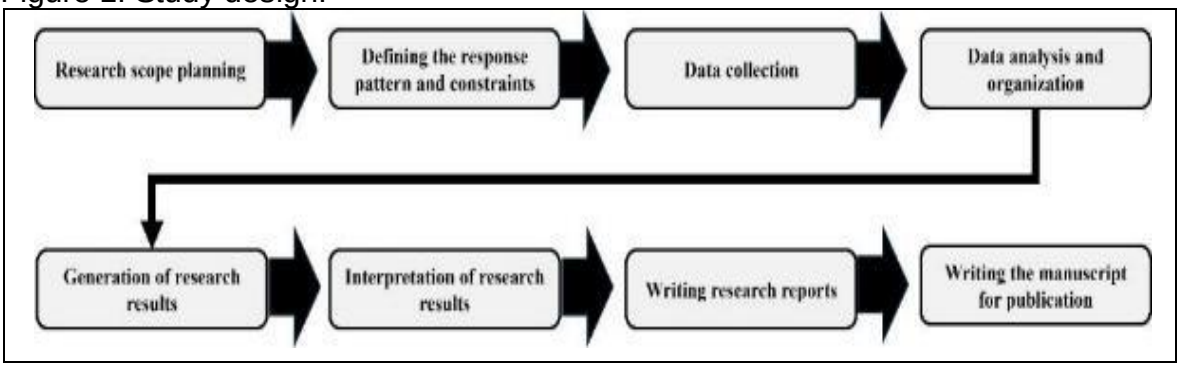
The design of this research consisted of seven stages, by the studies developed by Craveiro et al. (2023), Simões and Nascimento-e-Silva (2020), Oliveira et al. (2023a), Oliveira et al. (2023b) and Bezerra et al. (2024). The first stage consisted of elaborating on the scope of the research, with the exact definition of the guiding question, the time horizon of the responses to be collected, and the database from which the data would be obtained. The second stage consisted of defining the guiding question of the study, the response pattern that would be used to collect the data, and the types of responses that would not be accepted. The third stage consisted of data collection, which was the execution of the response patterns with their respective response patterns and restrictions. The fourth stage consisted of the analysis, excluding all data that did not fit the established pattern and followed the restrictions and the organization of the data through the generation of tables and figures that summarized the responses sought. Figure 1 shows the stages of development of the study.

Figure 1. Study design.



Source: Adapted from Bezerra et al. (2024), Craveiro et al. (2024), Oliveira et al. (2023a), Oliveira et al. (2023b) and Simões and Nascimento-e-Silva (2020).

In the fifth stage, the results were generated, following in detail the determinations of the conceptual bibliographic method (Nascimento-e-Silva, 2020a; 2021a). In the sixth stage, the results were interpreted by comparing them with the literature review and similar studies in the database. The seventh stage consisted of preparing four reports, one for each guiding question and the last with the study's overall results. In the eighth and final stage, the study was written up for submission

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for publication and communication to the scientific community about the results achieved (Nascimento-e-Silva, 2020b).

2.2 Population and sample

The population of this study consisted of all conceptual definitions contained in scientific studies available in the Google Scholar database published between 2009 and 2024. The sample consisted of 10 studies that met the established criteria. Data from undergraduate and specialization course completion studies and technical documents were not collected because the purpose was to base the results on scientific studies accepted by the scientific community. The data collected used the response pattern “Control can be defined as” so that both the equivalence terms and the attributes, raw materials with which the results of this investigation were generated, could be identified.

2.3 Instruments and techniques for data collection, analysis, and organization

The data were collected using a two-column table called data mass (Nascimento-e-Silva, 2023), as used in the studies by Craveiro et al. (2023), Simões and Nascimento-e-Silva (2020), Oliveira et al. (2023a), Oliveira et al. (2023b), and Bezerra et al. (2024), among others. The data mass included the responses and data sources found in the literature review conducted on Google Scholar. At the time of collection, the responses were analyzed to see if they followed the response pattern (“Control can be defined as”), considering the established restrictions (not collecting data from undergraduate and specialization monographs, technical documents, and secondary sources).

The guiding research questions carried out the analysis, separating the two parts that comprise each conceptual definition: the equivalence terms and the attributes (Nascimento-e-Silva, 2020a; 2021b). The equivalence terms are the words that appear after the response pattern, as in “Control is a process of...” where process is the equivalence term. This word is equivalent to the concept control, fulfilling the same mathematical, logical value as “control = process” and “f(c) = process.” In scientific terms, this means that process is a way of trying to understand and explain control through knowledge of its stages or phases. In this

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specific case, a process is a mathematical approach to the process. The attributes are the words that come after the equivalence term to give it meaning and make that term truly equivalent to control. In the conceptual definition, “control can be defined as the process of monitoring, measuring and correcting performance to ensure the achievement of objectives, being one of the stages of the management of any organizations to achieve their objectives,” “monitor,” “measure,” “correct,” “performance,” “ensure,” “reach” and “objectives” are the attributes. This means that the attributes are the elements of the process (equivalence term, approach) that make it equivalent to control. A possible logical-mathematical representation would be “f(c) = proc (mon + med + corr + desemp + asseg + reach + obj)”. In summary, the equivalence terms and the attributes constitute the right-hand side of an equation ordinary to all definitions (Nascimento-e-Silva, 2021b; 2023). The organization stage consisted of collecting equivalence terms and quantifying them to present them in diagram form, as shown in Table 1. The same procedure was used to organize the attributes, with the difference that these were much more numerous. Four different types of control approaches and nine attributes were found. Semantic analysis techniques were used to find semantic similarities between the approaches. This strategy allowed the creation of six semantic groups for the attributes. The naming of the groups followed the rule of most significant frequency, that is, the equivalence term and the most frequent attribute gave the name to the semantic group. It is important to note that this procedure generates results very similar to the structural models of factor analysis, in which the semantic groups are the factors, and each equivalence term and attribute represents the component variables of the factors.

2.4 Generation and interpretation of results

The results in Table 1 helped present the answer to the guiding question regarding the terms of equivalence, which are the main approaches to control and configure the limits of scientific knowledge about the phenomenon. The results in Table 2 contain the answers obtained for the guiding question that sought to know the main characteristics of control. The central column shows the attributes, and the semantic groups present the semantic synthesis around which those characteristics

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gravitate. The answer to the third guiding question was obtained from the semantic-logical analysis of the groups formed, seeking to understand how each relates to the others. This procedure began with identifying the primary semantic group, which first appears in reality and the last that consolidates control. Then, the intermediate semantic groups were adjusted to compose a dynamic evolutionary logical scheme of the phenomenon.

As prescribed by the conceptual bibliographic method, the interpretation of the results consisted of comparing the semantic groups and their contents with current scientific studies. The interpretative purpose of this procedure is to assess whether the empirical results align with or contradict the logic of the most recent scientific discoveries on control and, especially, with the theoretical framework presented in the literature review, as explained in the discussion of the results. This comparison resulted in validating the study's findings and their influential contributions to the stock of scientific knowledge on the phenomenon of control.

3. Results and Discussion

This section presents the study's findings in sequence with the guiding questions. Thus, the results related to the approaches to control will be presented first, followed by the results showing the main attributes found. The results will then be discussed to describe the logical scheme that best allows for understanding the dynamics and logic of the control process. The section ends with a presentation and succinct explanation of each implication of the findings for the professional training of the executive secretary.

3.1 Scientific approaches to control

The survey showed that the most frequent approach to the phenomenon of control is process (Pandolfi Júnior et al., 2009; Moreira, 2021; Sarmento, 2022). Control as a process is also frequently found in international literature, as attested by studies by Ariani (2024), Wesolowski and Roseff (2024), and Castillo and Barrameda (2024), among countless others. A process can be described as a series of actions carried out to achieve a defined objective. For example, when

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preparing a meal, we choose the ingredients to prepare the utensils for cooking and finally serve. Each step is essential to ensure that the result is achieved accurately. Thus, control is a process that monitors, evaluates, and adjusts activities. This process involves defining standards and objectives, measuring performance, comparing them with established standards, and analyzing the causes of deviations to ensure the planned objectives are achieved.

Another approach was action (Farias, 2020; Machado et al., 2020; Rabiço, 2021). This concept is relatively common in international literature, as seen in the studies by Marmoah and Suharno (2022), Utama et al. (2022), and Marmoah et al. (2023). Action can be defined as any voluntary and involuntarily movement that permeates the world of thinking beings, whether in pursuing concrete goals or the manifestations of thought. In the business context, this means that each decision is an action that we take and directly influences the direction and results of organizations. This movement, decision-making, and execution of tasks will ensure the development and sustainability of this organization. Table 1 shows the approaches found in the researched literature.

Table 1. Control equivalence terms

Authors	**Equivalence terms (approaches)**
Pandolfi Júnior et al. (2009); Moreira (2021); Sarmento; Araújo (2022)	Process
Oliveira (2009)	Point
Sousa; Rodrigues (2022); Araújo; Carmo (2022)	Function
Arias (2020); Machado et al. (2020); Rabiço (2020)	Action

Source: Prepared by the authors.

Another approach highlighted in the literature review was function (Souza; Rodrigues, 2022; Araújo; Carmo, 2022). This term can be understood in the organizational field as being linked to the responsibilities that are assigned to the members of an organization, as can also be seen in international literature, such as in the studies by Dahlia et al. (2024) and Lumakang and Miralles (2023). For each function to be performed efficiently, this control is necessary to monitor performance and ensure that these responsibilities are met. As in the customer service environment, the attendant must solve problems and generate satisfaction

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(function). To ensure that this initial phase is carried out, it is essential to check the average response time, the problem resolution rate, and deadlines.

Point was another term found in scientific research (Oliveira, 2009). In international literature, this approach is seen as a starting point for growth and continuous improvement in organizational efficiency, as seen in the studies by Semina et al. (2023) and Szóka (2022). In the literature consulted, a point can be understood as a reference. This fundamental aspect helps to avoid straying from it, as is the case of transporters who use geolocation so that their trajectory does not stray too far from the previously defined route. This predefined route works as a reference point. This means it serves as a starting point or a basis for better understanding a specific subject or context within the organization. Just like using a map to find the right path, the point helps to understand what is being studied.

3.2 Control attributes

Measuring organizational performance is essential to identify areas for improvement and ensure long-term success. This process involves choosing the most appropriate corrective measures among the others available. To do this, it is necessary to evaluate all possibilities, consider relevant information, and analyze each alternative's positive and negative points. In this way, selecting the best action to maintain or adjust performance according to the established objectives is possible. Measurement, therefore, is one of the main attributes found in the literature, constant in the studies by Pandolfi Júnior et al. (2009), Oliveira (2009), Araujo and Carmo (2022) and Souza and Rodrigues (2022), along with performance. Performance is essential for the success and sustainability of any organization. This is what the studies by Pandolfi Júnior et al. (2009), Oliveira (2009), Araujo and Carmo (2022), and Souza and Rodrigues (2022) show. This means that all team members need to work efficiently. When everyone does their best, the company grows and stands out, in addition to ensuring customer satisfaction and the continuous development of employees.

Three attributes were organized into a semantic group called performance: strategies, performance, and actions. Strategies can be understood as a

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coordinated set of actions or methods to achieve specific objectives, as Pandolfi Júnior et al. (2009) and Araújo and Carmo (2022) discussed. For example, if a company intends to increase its online sales, it may collaborate with relevant digital influencers in each sector to promote its products. This can be done through sponsored posts, reviews, and event participation, constituting an effective marketing strategy. This strategy represents the chosen path to allocate resources and achieve the desired objectives. It is important to note that the resources available to any organization are finite. This means that managers must seek maximum efficiency in using these resources to avoid waste and achieve objectives. Therefore, an efficient approach should ensure that resources like time, energy, and money are used optimally, without excess or waste. The effectiveness of strategies thus depends on the ability to implement actions and activities in an economical and agile manner, as evidenced in the studies by Machado et al. (2020) and Oliveira et al. (2023). It is in this sense that actions are focused on organizational performance, as shown in the studies by Pandolfi Júnior et al. (2009), Araujo and Carmo (2022), and Machado et al. (2020). In business, shares are like small company parts that anyone can buy. When someone acquires shares, they help the company raise money to grow and expand and become a small owner. On the other hand, actions can be understood by executing something, such as tasks, activities, or work to achieve a purpose. Thus, control as an action is related to establishing performance standards and monitoring and correcting deviations when necessary. Performance is, therefore, the result of actions that, in turn, are activities carried out to ensure that the strategy is effective, as shown in the studies by Araújo and Carmo (2022) and Souza and Rodrigues (2022). Table 2 summarizes these findings.

Table 2. Control attributes

Authors	Attributes	Semantic groups
Pandolfi Júnior et al. (2009); Oliveira (2009); Araujo; Carmo (2022); Souza; Rodrigues; (2022)	Measurement	Measurement
Araújo; Carmo (2022); Souza; Rodrigues (2022)	Performance	Performance
Rabiço (2021); Machado; Kalnin (2020); Farias; Lima (2020)	Strategies	

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Pandolfi Júnior et al. (2009); Araujo; Carmo (2022); Machado et al. (2020)	Actions	
Pandolfi Júnior et al. (2009); Rabiço (2021)	Objectives	Goals
Pandolfi Júnior et al. (2009); Rabiço (2021); Machado et al. (2020); Farias; Lima (2020)	Goals	
Machado et al. (2020); Rabiço (2021)	Monitoring	Monitoring
Araujo; Carmo (2022); Souza; Rodrigues (2022)	Correction	Correction
Farias; Lima (2020); Machado et al. (2020); Sarnento; Araújo (2022); Araujo; Carmo (2022); Pandolfi Júnior et al. (2009)	Security	Security

Source: Data collected by the authors.

Another semantic group for defining control attributes was objectives (Pandolfi Júnior et al., 2009; Rabiço, 2021; Machado et al., 2020; Farias; Lima, 2020). The objective can be understood as something to be achieved and is the most crucial point of all control. For an action or execution of activities, it is necessary to have an objective outlined, as this directs the path to be followed. Without a clear objective, actions can become scattered and ineffective, making it difficult to achieve the desired results. The goal is also a control attribute, as can be identified in the works of Pandolfi Júnior et al. (2009), Rabiço (2021), Machado et al. (2020), and Farias and Lima (2020). The goal is a quantification of the objective. Therefore, goals are related to numbers, such as time, deadline, and monetary value. Goals are like compasses that help a company orient itself and move in the right direction. Goals must be specific, measurable, achievable, relevant, and time-bound (SMART) to work.

Another attribute found in the scientific literature that characterizes the control process is monitoring (Machado et al., 2020; Rabiço, 2021). The idea of monitoring is to constantly monitor the activities of each sector of the company, taking as a reference what is contained in the plan, which is the document resulting from the planning process. More specifically, a plan contains the objectives and goals to be achieved by adopting a given strategy. Since goals are quantitative objectives to be achieved within a specific time, monitoring can be done simultaneously with executing each action or when the set of actions is completed. Monitoring is essential to identify possible failures or deviations from previously defined objectives. This allows problems to be identified quickly and immediately, contributing to good organizational performance. Correction was

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another attribute that characterized the control process (Araújo; Carmo, 2022; Souza; Rodrigues, 2022). The understanding of correction is the same as rectification, meaning adjusting or resolving something detected as inadequate or non-compliant by the monitoring process, which means that it did not turn out as expected, desired, or planned. This correction process is essential to ensure operations return to normal, maintaining the organization's efficiency and performance. This means that the correction process is another way of understanding replanning. Monitoring identifies deviations, while correction aligns them with the initial planning, ensuring the company's continued success. The last attribute found in the literature about the control process was security, which appears in the conceptual definitions in the form of the verb to ensure (Sarmento; Araújo, 2022; Araújo; Carmo, 2022; Farias; Lima, 2020.). Assurance is understood as guaranteeing that all essential steps of the process are being executed correctly, avoiding problems that could harm the achievement of the organization's objectives. The idea of security is that one should not wait for all actions for each goal of each objective to be completed to know whether the intended results were achieved. Control's security is precisely the possibility of detecting failures and nonconformities at the exact moment the actions are executed, which allows for immediate correction through the replanning process.

3.3 Discussion of results

This study found four distinct but interconnected approaches to the control process: function, action, point, and process. These findings are in line with the conception that places the control process as an integral part of the management process (Bezerra et al., 2024; Andrade et al., 2022; Silva et al., 2021), materialized in the stages of planning, organization, direction (or leadership), and control. The logical scheme of this microprocessor is that planning is how the organization connects to the external environment, meeting needs and meeting its demands. In contrast, the organization process focuses on identifying, obtaining, allocating, using, and monitoring the resources necessary to achieve organizational objectives and goals. The direction process focuses on getting the organization's members to do what is expected through leadership, motivation,

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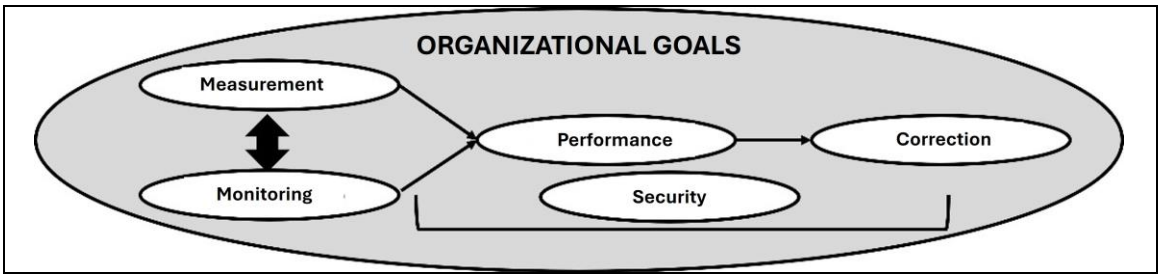
and communication schemes. The control process, in turn, is responsible for reducing discrepancies between what is intended by the objectives and goals of the organizational plan and what is being executed. Within this context, the control process's logical scheme needs to be understood, as represented in Figure 3.

Figure 3. Logical scheme of the control process.



Source: data collected by the authors.

The starting point of the control process is the objectives and goals because they guarantee organizational success or failure (Kwadade-Cudie et al., 2024; Apiromvilaichai et al., 2024; Ramirez, 2024). Goals are quantitative and time-limited objectives. Their operationalization is facilitated using indicators, which represent the practical possibility of achieving a forecast (Yu et al., 2024), an intended result about the objective to which it is linked (Vislapuu et al., 2024), and the selection or combination of action variables (Vilamitiana et al., 2024; Arboix-Alió et al., 2024). Indicators are essential because, as their name suggests, they signal how each goal and its relative objective should be measured and monitored.

Measurement and monitoring are two analytical categories of the linked control process. Measurement is part of the monitoring subprocess since measuring is the transformation of occurrences into numerical values, leaving aside, at least for the time being, qualitative factors. This means that monitoring schemes use measurement techniques and qualitative assessments of what is measured so that objectives and goals can have their performance measured by what is prescribed by the indicators linked to them. Without measurement, the distance or difference between what was predicted and what was executed is

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unknown (Gu et al., 2024; Law; Baum, 2024), which compromises the monitoring process.

Performance is the focus of the control process, as can be seen from the studies by Martha et al. (2024) about the effectiveness of vaccines, Heydari et al. (2024) on the performance of motor oil, and Bram et al. (2024), concerning methanol production—performance results from a process, set of efforts or invested resources. In a cause-effect relationship, performance is the effect a system produces, meticulously designed for this purpose. The closer the result is to what was predicted, the more influential the performance will be. Conversely, the further away it is, the greater the nonconformity. If performance is measured using measurement techniques based on indicators, the causes of success and failure are relatively easy to detect. It is precisely on these causes, represented by the indicators, that the next stage of the control process begins, correction, as shown in Figure 3.

Correction is a procedure in the control process that leads to two interesting developments, depending on the performance evaluation result. The first is repairing faults in nonconformities (Aruvali et al., 2024; Bahreini et al., 2024). The purpose of replanning is to reduce the distance between the result obtained and the desired performance. It is necessary to replan for each undesirable result until the expected performance is achieved. The second is the continuous improvement of what is already satisfactory (Song et al., 2024; Li et al., 2024; Lambri et al., 2024). This development results from recognizing human imperfection, and everything is done, opening space for continuous improvements to maximize performance and customer and manager satisfaction.

The monitoring process is structured on appropriate measurement techniques and established on reliable indicators, which represent the materialization of the goals of each intended objective and can allow comparison of the results achieved with what was predicted, providing a high degree of security to managers. The great challenge of this fourth stage of the management process is to ensure that what is being executed is under control, which means that it is known with relatively high precision what, why, and how it is happening. When reliable answers to these three questions are guaranteed, we face a

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security control process. This logical scheme has profound implications for the training of the executive secretary.

3.4 Implication for the training of the executive secretary

The term “executive” is derived from the noun execution and the verb to execute, designating support for the execution of plans, as explained in the study by Hänke (2024). The executive secretary professional needs to be familiar with all management processes. This familiarity is due to the conceptual and operational understanding of planning, organization, direction, and control and how they are interrelated to achieve organizational objectives. Even if the managerial responsibility lies with the executive, the manager of the departmental unit, or the entire organization, support for this responsibility is guaranteed by the executive secretary. In addition to the substantive skills of determination, dedication, and collaboration, as mentioned in studies by Sribunrueng et al. (2024), there must be leadership skills, which are also typical of managers. For this reason, the control process has the following implications for the training of the executive secretary:

a) It is necessary to master the elaboration and execution of organizational and sectoral strategies. Strategies are paths or positions that an organization or its unit chooses to facilitate the achievement of the chosen objectives and goals. Although the responsibility lies with the manager, the executive secretary is responsible for guiding the execution, leading the team members and their interrelationships with the members of other teams and organizations.

b) since a large part of the challenges of their missions involves acting on people, it is essential to know that the control process does not focus on people and their behaviors but on resources, processes, and performances. The executive secretary must be clear that people's behavior is, at most, influenceable, never controllable. Therefore, knowledge about motivation, leadership, and communications is fundamental in their training.

c) All efforts to control resources, processes, and results must be restricted to approximating what was foreseen in the plans and what was and is being executed. For this reason, it is essential to know and know how to use modern

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control devices and applications, especially those structured in artificial intelligence and the Internet of things, in such a way as to use dashboards and other equipment that simultaneously show what is happening compared to what was planned; d) performance is the primary concern of the control process. The manager often delegates this responsibility to the executive secretary. For this reason, the manager must be able to make qualitative and quantitative assessments of the results achieved to recommend appropriate corrective decisions (replanning) or to suggest continuous improvement of the positive results obtained.

e) establishing an effective control process guarantees a certain level of security to managers and other stakeholders regarding achieving the intended objectives. The reason for the control process is to ensure that what was promised to the customers of the sector unit or organization will most likely be delivered. Ultimately, the control process controls all other management processes, so the executive secretary is a central and essential figure in this entire effort.

5. Conclusion

This study analyzed the conceptual definitions of control found in the scientific literature published in Portuguese between 2009 and 2024 to understand their implications for the training of executive secretaries. The results showed four approaches to control (action, function, point, and process) and five fundamental attributes that significantly characterize this management process: measurement, monitoring, performance, correction, and security. There are five possible implications of these findings on the training of executive secretarial professionals: 1) it is necessary to learn to lead the execution of organizational strategies, 2) the ability to influence people in order to lead them is fundamental, 3) it is necessary to master control devices and applications so as not to run the risk of controlling people's behavior, but rather the results, resources and processes; and 4) the focus of the control process is the performance predicted in the plans; and 5) the

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control process should aim at establishing a security environment that achieves organizational objectives.

The approaches found in the literature show that science has converged its explanations that control is not only the understanding of a set of steps but fundamentally the concern with the execution of what was conceived and recorded in the organization's plan. Without other organizational processes, the probability that the desired future established in the plans would have little chance of being realized. Since the organization and management processes are also, in a certain way, types of plans (for example, the budget is a way of organizing the inflows and outflows of money, often called a budget plan), it is the control process that effectively has the great challenge not only of executing but also of ensuring that the execution brings the result achieved closer to the intended performance. Once again, the importance of the executive secretary in this execution effort emerges.

The control process has a continuous commitment to evaluating and adjusting control strategies so that the management process is successful. After all, every organization is, metaphorically speaking, like a ship trying to sail the rough seas of the external environment on the path that goes from the planned present to the executed future. The more knowledge one has about the logical schemes of planning, organization, direction, and control, the greater the chances that the organization will adapt to threats, even transform them into opportunities, eliminate weaknesses, and turn them into strengths. The control process is essential in all these intricacies, as is the executive secretary.

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