Effective Market Oversight During the Reign of Ali Ibn Abi Talib (peace be upon him)

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Abstract

The study aimed to identify the mechanism of the Oversight function, the regulatory procedures, as well as to examine the most important decisions taken by Ali ibn Abi Talib (peace be upon him) regarding oversight of the functioning of markets and commercial exchange in markets and commercial sites within the Islamic state during his caliphate, which extended over the period (35–40 AH), as he represented the apex of the administrative hierarchy of the Islamic state and bore the responsibility of exercising the administrative functions necessary for managing the affairs of the state and its citizens.

The study adopted the descriptive historical method in presenting information, which supported the research in identifying the Oversight function in general and Islamic supervision in particular, as well as examining market regulation.

This descriptive historical approach also contributed to identifying the methodology employed by the Commander of the Faithful in practicing the Oversight function, specifically in relation to commercial transactions and exchanges in markets during his period of caliphate (peace be upon him).

The study reached a set of conclusions and recommendations, which the researcher hopes can be utilized in the present time and emulated in order to build a society that respects and preserves the rights of all, and that places the service of individuals and society as a higher objective leading toward improvement. The researcher also hopes to draw upon the Oversight ideas of the Commander of the Faithful (peace be upon him), particularly his approach to market oversight, through which a structured methodology for exchange and commercial dealings can be established, ensuring the rights of all market participants, whether traders or customers.

Keywords: *Supervision; markets during the era of the Commander of the Faithful Ali ibn Abi Talib (peace be upon him); Ali ibn Abi Talib (peace be upon him); market supervision.*

Introduction

Supervision is considered one of the effective functions in the administrative process, as it represents a leadership tool

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for evaluating and measuring performance in general, and market performance in particular. Through market supervision, it is possible to understand the course of activities, identify strengths and weaknesses, determine their causes, and develop programs capable of leveraging positive aspects and addressing negative ones. Consequently, it provides ideas that enable management to develop and benefit from these strengths, as well as to correct deviations, overcome them, and achieve positive outcomes that serve both the administrative process and marketing operations and activities in general.

Supervision also provides a means that enables leadership to measure and evaluate the tasks accomplished in accordance with agreed standards that align with the leadership's aspirations for improvement in both the administrative process and the beneficiary customer alike. Through supervision, it is possible to assess the efficiency of the administrative apparatus in utilizing human and material resources optimally, and to determine the extent of coordination among administrative units in achieving the set objectives.

Indeed, the Muslim leader and administrator is most worthy of understanding supervision and how to implement it within oneself and among others, in order to preserve their rights. Foremost among such great leaders, after the Noble Prophet Muhammad (peace and blessings be upon him and his family), is the Commander of the Faithful Ali ibn Abi Talib (peace be upon him), who was an exemplary leader of the الأمة and a distinguished head of state. He strove to establish a Oversight system that safeguarded the rights of the subjects and preserved the noble image of peace in the hearts of all, drawing upon the guidance of the Holy Qur'an, *w*hich contains divine evidence on supervision, including the Almighty's saying: "And say, '*Work, for Allah will see your deeds, and [so will] His Messenger and the believers…*'" (Al-Tawbah: 105) [41], and His saying: "Not a word does one utter except that with him is an observer prepared [to record]" (Qaf: 18). [41]

Based on the foregoing, the need becomes evident to study effective administrative supervision over markets during the caliphate of the Commander of the Faithful Ali ibn Abi Talib (peace be upon him).

Section One: Study Methodology

First: The Research Problem

Supervision is one of the principal administrative functions and represents the final stage practiced in administrative work by the manager after the functions of planning, organizing, and motivation. It is the tool that enables organizational management to ensure the proper execution of activities and processes and their conformity with what has been planned.

Market supervision constitutes a part of the general Oversight function, as this type of oversight enables organizational management to measure and evaluate the outcomes of operations and activities carried out in the market such as selling, buying, exchange, and commercial agreements and to take corrective actions to ensure their proper implementation, as well as to guarantee the rights of all parties involved in the market, whether traders or customers.

The Oversight function has deep roots extending back to Islamic administration, which was established and founded by the Noble Messenger Muhammad (peace and blessings be upon him and his family). The foundations of Islamic administration were laid in Medina, which was honored as the site of the first Islamic state and is regarded as the starting point for Islamic governance and administration based on the Holy Qur'an and the noble Prophetic Sunnah.

Administration developed as an inevitable result of the pioneering and inspiring leadership of the Noble Messenger Muhammad (peace and blessings be upon him and his family). It continued to flourish and grow during the Rightly

Guided Caliphate that followed the era of the Prophet Muhammad (peace and blessings be upon him and his family), accompanied by the expansion and growth of the Islamic state. This expansion necessitated the development of the entire administrative process, including the Oversight function particularly supervision concerning the rights of individuals.

With the expansion of the Islamic state, its population no longer consisted solely of Muslims, but also included non-Muslims (Ahl al-Dhimma), which required the administration of the Islamic state to preserve the bright and honorable image of Islam as established in the minds of all through the wise leadership of the Prophet Muhammad (peace and blessings be upon him and his family). This included maintaining a positive image of practices related to transactions, exchange, and trade in markets, given the sensitivity of the market and its direct connection to people's livelihoods, in addition to being a primary source of income for many members of the Islamic state at that time.

As a result, the Oversight function came to be supported by administrative bureaus, officials, and institutions concerned with the proper and effective implementation of Oversight activities and processes in society in general, and in markets in particular. Through this study, attention will be directed to supervision as an administrative function and to market supervision, specifically during the period of governance of the Commander of the Faithful Ali ibn Abi Talib (peace be upon him) over the Islamic state during his caliphate (35–40 AH), in addition to addressing his exceptional competence, insight, and remarkable intelligence in managing the state and preserving the rights of others. Accordingly, the research problem can be identified through the following questions:

1. What are the features of the market Oversight function in the administration of the Commander of the Faithful Ali ibn Abi Talib (peace be upon him)?
2. Did the administrative acumen, insight, and exceptional intelligence of the Commander of the Faithful Ali ibn Abi Talib (peace be upon him) contribute to strengthening the Oversight function over markets during his administration of the Islamic state?

Second: The Importance of the Study

The importance of this study is reflected in its focus on one of the most significant and indeed most sensitive administrative functions, namely supervision. Its importance is further enhanced by its specialization in market supervision, with an emphasis on the mechanisms and methods adopted to ensure the effective and efficient performance of this function. These Oversight mechanisms and tools are derived from the sources of Islamic law, represented by the Holy Qur'an and the noble Prophetic Sunnah, in addition to the leading figures of the Islamic Nation, including the household of the Noble Messenger Muhammad (peace and blessings be upon them all), the Rightly Guided Caliphs, leaders, Companions, and the righteous successors, all of whom adopted the Qur'an and Prophetic traditions as a methodology, approach, path, and philosophy for a sound and upright life.

Among these eminent figures is the Commander of the Faithful Ali ibn Abi Talib (peace be upon him). All indications clearly demonstrate that Islamic administration is a rational and wise system, and that the prosperity, development, and growth achieved by the Islamic state were the result of administrative intelligence and insight, sound leadership, effective management, and institutions and bureaus based on solid, coherent, and sound administrative foundations. Among these institutions are the bureaus of supervision, particularly market supervision. Accordingly, the importance of the study can be summarized as follows:

1. The administrative skill, wisdom and the extraordinary acumen of the Commander of the Faithful Ali ibn Abi Talib (peace be upon him) are the subjects on which much attention has been paid. In this regard, this paper aims at presenting a theoretical model that shows his administrative experience, insight, and vision that

can be quite evidently viewed through his approaches to the processes of market control, the transactions, and the rights of the participants and traders in the market.

2. This study represents a modest effort aimed at shedding light on the administrative empowerment of the Commander of the Faithful Ali ibn Abi Talib (peace be upon him) in administration in general, and in the field of market supervision in particular during his leadership of the Islamic state.
3. It seeks to enrich the academic literature with a study that demonstrates the administrative capabilities of the Commander of the Faithful Ali ibn Abi Talib (peace be upon him), specifically in the function of market supervision, which is hoped to be beneficial for researchers and students of knowledge.

Third: Study Objectives

In light of identifying the research problem and its significance, the main objective of this study is to assess the capabilities of the Commander of the Faithful Ali ibn Abi Talib (peace be upon him) in the field of market supervision. In addition, the study aims to achieve the following objectives:

1. To define the concept, importance, and objectives of the Oversight function in Islamic thought in general, and market supervision in particular.
2. To point out the best Oversight rulings and actions executed by the Commander of the Faithful Ali ibn Abi Talib (peace be upon him) which formed a basis of further legislation and rules.
3. To illuminate the processes of the market control which was used at the time when the Commander of the Faithful Ali ibn Abi Talib (peace be upon him) was the highest administrative authority in the Islamic state.

Fourth: Study Hypothesis

The study seeks to test a primary hypothesis, which states:
This is a report by the noble Messenger, Muhammad (peace and blessings be upon him and his household) that is a source of knowledge and wisdom that was employed by the commander of the faithful Ali ibn Abi Talib (peace be upon him) in the management of the Islamic state; the market supervision strategy in his reign as the ruler of the Islamic state between 35 AH and 40 AH.

Fifth: Research Methodology

The study relies on the descriptive historical method in presenting its central idea.

Sixth: Methods of Data and Information Collection

In order to obtain the necessary information and data to support the study, the researcher relied on a variety of sources, including scholarly references from relevant books and studies available in academic libraries, as well as authorized publications accessible on the Internet.

Seventh: Scope of the Study

1. **Temporal Scope:** The study covers the historical time frame of market supervision during the caliphate of the Commander of the Faithful, Imam Ali ibn Abi Talib (peace be upon him), specifically from 35 to 40 AH.
2. **Study Scope:** The study focuses on the concepts of the Oversight function, market supervision, and market supervision according to the perspective of the Commander of the Faithful Ali ibn Abi Talib (peace be upon him).

Section Two: Theoretical Framework

First Axis: Oversight in Management Thought

First: The Oversight Function: Concept, Importance, and Objectives

A. The Concept of the Oversight Function

Management scholars have emphasized that supervision is indeed one of the most important tasks of a manager. Through supervision, every manager can verify the extent to which the organization's objectives are being achieved. Setting objectives, developing plans, defining authorities and responsibilities, dividing tasks, assigning them to individuals, and then providing guidance and direction to accomplish tasks and achieve goals all of this cannot be effectively carried out without the exercise of the Oversight function, since an organization is a human environment that also includes various resources and capabilities used to help achieve the organization's objectives [40].

Supervision is defined as "an organized effort by the manager through which standards are established to measure the required performance to achieve the objectives according to the planned goals [23]." It has also been defined by [28] as "continuous and organized efforts and activities through which management seeks to obtain accurate information reflecting the progress of work and its implementation across various organizational activities and administrative functions, aiming to detect deviations, limit their negative effects, address them, and prevent their recurrence." Another definition considers it [3] "the processes by which the extent of goal achievement is verified, the nature of obstacles that could impede achieving these objectives is identified, and solutions are proposed to overcome them with minimal effort and time." Furthermore, supervision is seen as [7] "a sound, rational, objective, and continuous process aimed at ensuring that the individuals involved comply with laws, appropriate behaviors, defined objectives, and guidance that helps them achieve these goals and tasks effectively."

It has also been defined as "the manager's tool that helps administration review and measure what has been accomplished, compare it with what was planned, detect any deviations or errors that may occur, work to prevent their spread, and take the necessary corrective actions to address them, while implementing all measures and procedures to prevent their recurrence in the future." [39]

From the contents of the definitions mentioned above, the following observations can be made:

1. Supervision is one of the most important administrative functions performed by a manager.
2. The Oversight function does not operate independently of other administrative activities and functions; rather, it is interconnected with all of them, complementing and influencing each other.
3. The Oversight function specializes in measuring performance according to pre-determined standards within a work plan that outlines the procedures to be followed to achieve these objectives. It works to identify weaknesses, propose corrective mechanisms, support positive aspects of implementation, and seek to leverage strengths in performance.
4. It provides the organization's management with guarantees of proper performance and correct execution of all activities and processes.
5. Supervision provides the necessary assurances to enhance performance levels and achieve better results for all tasks contributing to the objectives with the highest possible efficiency.

Based on the above, supervision can be defined as "the organized effort exercised by the manager, which provides sufficient guarantees for the proper use of various resources in achieving planned objectives, by comparing actual performance with pre-established standards and measures. Through this comparison, the efficiency of different activities and processes in achieving the planned objectives within work plans is assessed, weaknesses in performance are identified and corrected, strengths are recognized and utilized, thereby ensuring the optimal use of all available resources with the highest level of efficiency and effectiveness in achieving objectives."

B. The Importance of the Oversight Function

The Oversight function represents one of the mechanisms through which a manager can ensure, through proper and wise use, the effective accomplishment of all activities and processes leading to the achievement of objectives. It is a dynamic and integrated process encompassing all management factors and elements. Moreover, it is a continuous process that does not stop at a certain point or end at a specific stage; through it, the manager can verify the extent to which the organization's objectives are being achieved [4]. In other words, it serves both as a review function and as a tool to reveal weaknesses and detect errors within the organization, working to correct them and prevent their recurrence. Thus, the importance of supervision can be highlighted as a result of the role it plays in the organization and the support it provides to managers, as follows: [29]

- **Adaptation:** Provides management with the ability to adapt to conditions of uncertainty that the organization may face due to environmental factors and variables, which can negatively affect the tasks and activities required to achieve objectives. [24]
- **Early Detection:** Enables the early identification of errors and deviations that may occur during the performance of activities and processes contributing to goal achievement, allowing for preventive measures that reduce production costs and optimize the effort and time required for completion.
- **Alerting:** Alerts management to situations or processes that may generate future opportunities that can be wisely exploited and managed, enabling the formulation of appropriate strategies and the making of suitable decisions that add positive value for all relevant parties. [26]
- **Coordination:** Ensures coordination among various, diverse, and dispersed activities and processes, guaranteeing efficiency in task execution and effectiveness in achieving objectives.
- **Centralization and Decentralization:** Facilitates moving away from the narrow tunnel of administrative centralization toward the flexibility of administrative decentralization. An effective Oversight system encourages delegation of authority and empowers employees at different administrative levels, allowing decisions to be made in their proper place and time without constantly referring to top management.
- **Attraction (Recruitment):** A functional supervision system facilitates organizational procedures for attracting suitable human resources, appointing competent personnel, and directing them toward achieving organizational goals.
- **Guidance and Direction:** The Oversight function serves as the organization's compass, guiding management toward improvement, providing direction on proper execution, and acting as the organization's sail, which, in combination with other administrative systems, enhances the organization's ability to implement its strategies effectively.

According to [20], supervision is an administrative role that is needed at every level of management and should not be applied at top management level alone, but its application may vary in one level to another based on the powers of managers in the organization. It covers all the levels of administration and its significance is due to the following:

1. **Monitoring:** The role of supervision is highlighted in monitoring the implementation of plans, identifying problems and difficulties that arise, and guiding management to make appropriate and timely decisions to avoid errors in plan execution.

2. **Modification of Plans and Programs:** Supervision enables adjustment of plans by considering actual operational conditions or factors that significantly affect plan implementation, taking necessary measures to correct deviations and ensure that plans remain on their intended course.
3. **Ensuring Proper Workflow:** A Oversight system is expected to guarantee that management achieves accurate and correct results. Management continuously monitors, measures, and compares actual performance with planned objectives. It also has the authority to question and follow up with each department regarding its assigned tasks and their outcomes.
4. **Justice:** Supervision ensures fair treatment of diligent employees who strive to deliver exceptional performance that enhances overall output, while also fairly addressing underperforming employees who fail to achieve their tasks efficiently due to intentional negligence or failure to address potential risks in a timely manner.
5. **Organized Follow-Up:** Supervision provides managers with the necessary information to ensure smooth follow-up, assessment, and verification of proper utilization of resources in achieving the planned objectives.
6. **Performance Quality:** By detecting errors and deviations before they occur and addressing them before they escalate, supervision corrects workflows, reduces costs, accelerates production, and minimizes wasted effort and time required to rectify errors. This cannot be achieved without an effective Oversight system that provides management with timely and relevant information regarding workflow and task execution.
7. **Organization and Coordination:** Supervision ensures that plans are executed correctly by organizing the flow of information and coordinating among the various departments responsible for implementation, thereby enabling management to accomplish its tasks efficiently.
8. **Conflict and Divergence Points:** Conflicts and divergences may arise between organizational objectives within the same administrative unit or among different units and activities, as well as between organizational objectives and individual employee goals. These conflicts can hinder optimal performance. A proper Oversight system is able to recognize the origin and root cause of such conflicts, the units where such conflicts originate and convey the information to the top management, thus making a positive contribution to the provision of solutions, to prevent repetition and reduce their future occurrence.

C. Objectives of Supervision

Supervision transcends the inflexible image commonly attached to it, which is confined to the detection of mistakes and adoptions, and proceeds to the process of a wholesale administrative reform. This can be explained by the jointed operations and activities in the Oversight role, which starts with preparing of plans and standards, which are followed by the monitoring and evaluation processes and supported by the encouragement of creativity and innovation by means of identifying commendable and praiseworthy efforts.

Supervision is also dependent on the implementation of the right principles of rewards and penal in both positive and negative form and persistently building and advancing the tasks, activities and operations underway. Such a methodology acknowledges the fact the real performance of all the activities and processes is dependent on human behavior, which contains influences that may influence real performance [37]. **Based on this, the objectives of supervision can be identified as follows: [**5] [34]

1. Not only correcting the mistakes and deviations, but progressing to the next phase in the overall process of organizational reformation.
2. Observing the steps that have to be taken to work and make some constructive feedback about the weaknesses and finding the causes of these weaknesses, which help to identify corrective actions and which types of adjustment are necessary and the results of this adjustment.

3. Promoting innovative employees who are not only responsible in completing the tasks and meeting the goals but also in innovating new solutions to problems and approaches that allow achieving the goals more effectively.
4. Protecting the interests of the organization and society at large through integrated programs that define objectives, responsibilities, and outcomes, guiding management to intervene promptly to safeguard all parties' interests and take appropriate corrective decisions. [35]
5. Ensuring coordination and integration through effective and documented communication across different administrative levels, whether horizontal or vertical.

Based on the above, the Oversight function makes tangible contributions to the organization, including providing assurances about the efficiency of operations and activities in achieving objectives defined in work plans, guaranteeing proper use of available resources, detecting potential deviations and errors, identifying their causes, and establishing corrective mechanisms to prevent them and mitigate their expected negative impact on overall performance.

Second: Levels of Effective Supervision, Their Requirements, and Components

A. Levels of Effective Supervision

The Oversight function carries tasks and responsibilities that vary according to administrative levels and the situations subject to monitoring and evaluation. Accordingly, there are three levels of supervision that enhance the likelihood of achieving plans, policies, and defined objectives: [22] [30]

1. Strategic Supervision:

This level of supervision involves monitoring highly complex environmental variables and factors that can profoundly affect the implementation of the organization's strategy for achieving its objectives. It also includes evaluating the overall organizational situation and ensuring that the specified procedures for completing tasks contribute directly and efficiently to the goals outlined in the plans. Strategic supervision also shapes the framework for tactical supervision and defines its scope. This type of supervision is performed exclusively by top-level managers due to its requirement for highly experienced managers with advanced skills, as well as a comprehensive perspective of all operations and activities occurring at all levels and locations where work is carried out. [2]

2. Tactical Supervision:

Responsibility for this level of supervision lies with second-line managers, known as middle managers, who directly monitor, follow up, and evaluate the implementation of requirements specified in tactical plans. They also track accomplishments associated with execution processes. Tactical supervision involves evaluating activities and operations according to the departments or individuals responsible, assessing progress, and reviewing daily, weekly, and monthly performance reports according to agreed timelines. It is important to note that tactical supervision plays a key role in coordination with higher levels of supervision, as it serves as an important source that provides strategic supervision with essential information regarding all strategic plans and related matters. [25]

3. Operational Supervision:

This type of supervision is carried out by lower-level managers, also known as front-line managers. Through their direct oversight, they are able to monitor and evaluate activities and operations on-site, obtaining results directly in the field where operations are executed. Their presence at the execution sites allows them to track the progress of work, detect errors and deviations, and take corrective measures when necessary. It is important to note the role of operational supervision in providing top management with essential information regarding workflow and events that contribute to achieving objectives. [36]

In light of the above, supervision is seen as a comprehensive function, exercised across different levels and locations, depending on the activities and operations, and carried out by managers according to their functional positions, the authority granted to them, and their level of delegated powers.

B. Basic Requirements for Effective Supervision

Supervision is an administrative function that measures the degree of success in organizational work. Some view it as one of the heaviest responsibilities of managers and administration, as achieving success requires familiarity with and attention to the psychological and human aspects of employees. On the other hand, excessive management can lead to passivity, diminish motivation, and hinder employee development toward responsible and wise leadership. Therefore, certain requirements must be met for supervision to be effective in practice: [6] [11] [31]

1. **Alignment with the Nature of Activity:** Oversight procedures must correspond to the ongoing activities within the organization, align with the intended purpose, and be consistent with the type of work being monitored.
2. **Rapid Detection of Deviations:** An effective Oversight system is one that can identify and reveal deviations immediately, ideally before they occur.
3. **Flexibility of the Oversight System:** To remain operational and implementable, the system must be flexible. Even if plans change or unexpected circumstances arise, supervision being the counterpart of planning must reflect this flexibility, supporting alternative plans to address unforeseen situations.
4. **Cost-Effectiveness of the Oversight System:** Every system has inherent costs for performing its required functions, including financial resources, time, and managerial effort. The principle is that the more streamlined, clear, and simple the Oversight processes, the lower the effort, time, and costs involved.
5. **Forecasting and Future Orientation:** A key feature of an effective Oversight system is its ability to encourage forecasting of expected situations in a timely manner, as seen in electronic Oversight systems.
6. **Consistency with the Organizational Structure:** The Oversight system should align with employees' assigned duties and tasks and correspond to the authorities granted to them.

C. Components of an Effective Oversight System

Oversight systems provide tools that enable management to ensure the correct execution of operations and activities through which organizational objectives and goals are achieved. To achieve the desired outcomes, these systems must be supported by a set of components that empower them to perform their tasks effectively. These components are as follows: [21] [33]

1. **Existence of a Competent Administrative Body:** Management is responsible for achieving objectives and completing tasks efficiently, which requires optimal utilization of material and human resources, as well as fulfilling human needs and desires both within and outside the organization. Achieving these objectives demands wise management well-versed in the practical foundations of its functions, particularly supervision, to guide the organization safely toward its goals. This highlights the role of effective administrative management in the field of supervision.
2. **Existence of Human Resource Management:** It is through the employees that the management will be able to convert the systems, plans, and procedures in a dynamic and functional unit. Some of the most valuable

resources in the organization are talented and experienced workers who without them the plans cannot be actualized. Their proactive participation in supervision is extremely important, provided that in this regard an organization is invested in hiring the most qualified staff, then training them and having an incentive system incentivizing high performance in this aspect. [27]

3. **Availability of Automated Data Processing Tools:** Technology offers organizations with special advantages, whereby they are able to automate information recording, classification, and analysis. This helps in quick, precise and systematic retrieval of the needed information. The factors play a vital role in supervision where speed, accuracy, and organization enable the management to spot mistakes, deviations, and weaknesses within short time, corrective measures are taken and policies and plans are developed promptly.
4. **Oversight Methods:** The administrative body and employees should have a set of methods to apply the Oversight procedures. The choice of such approaches is based on a range of circumstances, factors, and variables that influence the activity, operations, and administrative system of the organization.

Based on the above, administrative supervision is a fundamental and vital element of the administrative process, practiced at all management levels. Its importance lies in serving as a tool to assess and measure the performance of organizational activities in order to achieve their objectives.

Second Axis: Supervision in Islamic Thought

First: Supervision during the Prophethood of Muhammad (Peace Be Upon Him and His Family)

Islam is a comprehensive and integrated way of life, encompassing both religious and worldly matters, including administration. The Islamic religion provided administration with a distinct Islamic concept characterized by specific principles and features that distinguish it from other approaches. This concept is based on rules and foundations that give it uniqueness and importance, facilitating the attainment of desired objectives and goals.

In Islamic thought, administration encompasses the basic administrative functions that are essential for accomplishing tasks, achieving objectives, and advancing organizations and, consequently, societies. To address administration through its functions, particularly supervision which is a continuous process that applies to all employees and is not restricted to a single authority the Prophet Muhammad (peace be upon him and his family) stated:

"All of you are shepherds, and all of you are responsible for your flock. The leader who is over people is a shepherd, and he is responsible for his flock; a man is a shepherd over his household, and he is responsible for them; a woman is a shepherd over her husband's house and children, and she is responsible for them; a servant is a shepherd over his master's property, and he is responsible for it. Indeed, all of you are shepherds, and all of you are responsible for your flock." [32], In Islamic thought, supervision is defined as "the monitoring of one's actions in the presence of God, both apparent and hidden, encompassing personal accountability, fear, and devotion to God, as well as justice, benevolence, oversight of subordinates, and assuming responsibility for one's work." [14], It is also defined as [13] "ensuring that the implementation of objectives in the administrative process proceeds correctly, according to established planning, organization, and guidance." Supervision is considered "a continuous process incumbent on all employees within the organization, not limited to a single entity," and it includes comprehensive oversight divine, self-directed, administrative, or external through which achievement of objectives and proper execution of tasks according to Islamic legal standards is ensured [10]. Thus, in Islamic thought, supervision is a legally sanctioned function based on the principles of the Qur'an and the Sunnah. [17]

The Oversight function began to take a formal legal and legislative form with the establishment of the foundations of Islamic state administration during the Prophet's era (peace be upon him and his family), starting from the first year of Hijrah and extending through the period 1–11 AH. This period included the Prophet's residence in Medina, characterized by high administrative competence and exceptional leadership, which facilitated the successful spread of the Islamic message and the establishment of a state based on divine principles and a heavenly constitution. The key features of supervision as an administrative function during this period were: [8] [38]

1. **Establishment of an Administrative System Based on Cooperative Spirit:** The system emphasized creative collaboration among individuals, brotherhood, and the elimination of all forms of conflict, sectarianism, and class divisions.
2. **Emergence of a Flexible Centralized Administrative Structure:** The Prophet (peace be upon him and his family) implemented a form of governance not previously recognized in administrative thought, whereby he approved decisions made by his companions among the people, both in his presence and absence.
3. **Introduction of New Financial Systems:** New financial systems were created, such as Zakat, spoils of war (Ghanimah), Jizya, and Fay, and trade regulations were created and rules about usury (Riba) were forbidden.
4. **New Standards for State Employment:** Administrative workforce joining criteria were laid down, with integrity, competence, and knowledge being the major concerns. These criteria are mentioned in the Quran: "*And the most powerful and reliable of those whom you employ is the strong responsible one*" (Al-Qasas, 26) [41], and "*Say, do you know the same that they do not know?* (Az-Zumar, 9). [41]
5. **Principle of Sufficiency (Al-Kifayah):** This was an economic administrative principle which made sure that the wages of the employees satisfied their basic needs. In case a salary of an employee was not adequate, the deficit would be financed by the state, Bayt al-Mal (the public treasury) in order to avoid the situation when an employee is going to find illegal sources and to fulfill personal needs.
6. **Establishment of Oversight Standards for Administrative Activity:** The Qur'an encouraged oversight and accountability, stating: *"And say, 'Do [good] work; Allah will see your deeds, and [so will] His Messenger and the believers'"* (At-Tawbah, 105). [41]

According to the argument above, the Oversight role played a great role in the administrative system of the Islamic state under the leadership of the Prophet Muhammad (peace be upon him and his family). It stipulated guidelines to identify, track and assess operations, activities and tasks that governed state affairs and welfare of its citizens especially in transactions in the market. The Quranic documents and the Prophetic Sunnah offered tools to govern purchasing, selling and commercial transactions among all parties in the market besides protecting the rights of all the parties involved.

Second: Administrative Supervision during the Era of the Rightly Guided Caliphs – "Abu Bakr As-Siddiq, Umar ibn Al-Khattab, and Uthman ibn Affan" (May Allah Be Pleased with Them All)

The period of the Rightly Guided Caliphs is the second era of foundation of Islamic civilization whose principles and rules were set by the Prophet Muhammad (peace be upon him and his family). At this time, administration grew generally, and the Oversight role, specifically, improved greatly. This period, which lasted 1140 AH, was characterized by the emergence of new characteristics that were related to the development of the Islamic state and the growing number of its adherents of different nationalities and origins.

This growth necessitated the evolution of administrative and Oversight work to serve the Islamic state, uphold its authority, and maintain the high status derived from the principles of Islam justice, love, tolerance, peace, and ethical conduct which the Caliphs and subsequent administrative leaders worked diligently to preserve in the public perception. Key features of this period included: [1] [15]

1. Adherence to the leadership and administrative methodology established by the Prophet Muhammad (peace be upon him and his family) for the Islamic state.
2. Establishment of administrative levels, clear assignment of responsibilities, and delegation of authority.
3. Separation of powers, defining the boundaries of each, and setting the qualifications required for officials to hold these positions.
4. Formation of **diwans** (administrative offices) operating under organized rules and procedures.
5. Supervision of state expenditures and revenues, oversight of governors and officials, and punishment for misuse of authority.
6. Establishment of consultative bodies to monitor and evaluate state affairs and its provinces through reports detailing operations and the welfare of citizens.
7. Exercise of the **Hisbah** (market and public accountability) and administrative supervision by the head of the Islamic state and the highest authorities in the administrative hierarchy, with caliphs personally inspecting affairs or delegating trusted representatives.
8. Implementation of **Shura** (consultation) in decision-making and selection processes.

Based on the above, the administration of the Islamic state during the Rightly Guided Caliphs witnessed significant development due to various factors and challenges. These changes required the administration to evolve in order to ensure optimal performance in state operations. Among the key areas of development was the Oversight function, which served as the guarantee for proper execution of state duties, general obligations toward the public, and, in particular, the protection of commercial and financial rights of market participants.

Third Axis: Administrative Supervision during the Era of Amir al-Mu’minin Ali ibn Abi Talib (Peace Be Upon Him)

First: Supervision According to the Administrative Concept of Amir al-Mu’minin Ali ibn Abi Talib (Peace Be Upon Him)

The noble Islamic religion established the foundations and principles for effective Oversight systems, which experienced significant development throughout the existence of the Islamic state from its establishment in Medina to the flourishing period of the caliphate. The state came to have **diwans**, institutions, workers, and employees who executed the Oversight function with high efficiency to ensure the rights of the state and its citizens, protect them, and safeguard state resources from misuse or loss. This was complemented by the personal supervision instilled by sincere Islamic belief in the hearts of Muslims [19], Accordingly, supervision is both an individual and collective administrative function, tasked with objectively examining and monitoring activities and operations for evaluation or modification when necessary. Its purpose is to ensure the integrity and legitimacy of administrative processes as a means and an end, fulfilling duties and obeying divine guidance, as stated: *“And those who are [faithful] to their trusts and covenants”* (Al-Mu’minun, 8) [41], while fostering a sense of responsibility [9]. In this sense, Amir al-Mu’minin Ali ibn Abi Talib (peace be upon him) started his administrative rule as Caliph of the Muslims, leader of the Islamic state, and a representative of the highest administrative executive with all the legislative, executive, and judicial powers to govern the life of the state and citizen rights. He has presented an administrative approach to governance that is guided by the Quranic books and Prophetic Sunnah which is subject to consultation with the professionals known to be of good judgment and rationality in administrative, military and all the affairs concerning the establishment and administration of the state.

This kind of administrative approach by Amir al-Mu’minin Ali ibn Abi Talib (peace be upon him), especially in the role of the supervisor stood out by its variety. He (peace be upon him) also introduced administrative centralization that demanded absolute obedience by the subordinates to all decisions, orders, instructions, and commands given by the management and implemented them at the discretion and preference of the state administration. Such a course can be traced in the historical documents which described political, economic, governance, administrative issues with an aim of organizing and developing the relations between the society to be founded on the principles of justice, liberty, equality, security, and stability. The same documents also outlined the mechanisms of the foreign relations, specifying the ways of interaction of the state with the other states without referring to their identity and intentions, preserving the prestige of the Islam and Islamic state, protecting its dignity and independence and making sure that it is neutral. Nevertheless, the enormous geographical expansion of the Islamic state and the issues of communication with the help of available means at that time also required the administrative decentralization. In order to achieve implementing the tasks and continuation of governance, Amir al-Mu'minin (peace be upon him) took a dual administrative policy, that is, giving enough authority to his officials and employees in order to make appropriate decisions and issue proper orders in respect of the situations that they faced in the course of their duties. It is important to note that, these delegated powers did not take away the responsibilities of Amir al-Mu'minin to the state and its people; he still had the mandate to intervene and recall delegated powers whenever and wherever the circumstances demanded his personal intervention [42].

We see that the governmental framework which Amir al-Mu'minin Ali ibn Abi Talib (peace be upon him) instituted in Kufa, the capital of the caliphate, was based on a dual system of administration which provided direct control either by himself or by his loyal representatives thus making it possible to control in all its aspects all institutions of the state in the capital and its outskirts. By granting powers to state officials and employees, hierarchical organizational structure was created that included the levels of functional structures, administrative institutions, and various professional specialization of each level or each department, irrespective of the size and type of work. This system guaranteed total oversight of administrative practices, military practices, and political practices in the Islamic state and a possibility to act and make proper decisions based on the situation, provided that he had the power to intervene at any moment, irrespective of the authority or position of the officials in the geographical area of the Islamic state.

In order to ensure maximum efficient control through centralization and decentralization, Amir al-Mu'minin (peace be upon him) had to appoint efficient, capable, and highly skilled people with the expertise needed to carry out their duties efficiently. Such authorities were virtuous, had good reputation, moral stature and performed their work with integrity to accomplish their responsibilities and state aims. Their self-control and moral responsibility as ensnared in their deep faith and good character like Ammar ibn Yasir and Malik al-Ashtar were the major strength of the system of control in the state that confirmed the purity of the choice of trustworthy people by the Caliph to handle the affairs of the state and its people.

In the context of the administrative centralization which made it possible to effectively control the situation, Amir al-Mu'minin also introduced the approach of direct contact to the population, meeting citizens personally, hearing their complaints and grievances against the state institutions and employees. He resolved such grievances based on analytical evaluation to find the causes, the effects and acceptable solutions and avoid their occurrence in future. He also set up an intelligence network that was mandated to keep an eye on the citizenry and government workers, and any other persons given powers to assess their output and make the right decisions that could either lead to their retention or dismissal.

This was a direct supervision system that enabled Amir al-Mu'minin (peace be upon him) to have a total control of all government institutions and employees especially in the capital which gave him direct knowledge of events taking place. This was one of the means of creating a transparent and accountable system of governance, a sort of a democratic rule where the government was available to the people, a system to be based on integrity and transparency with the long term goal of serving God and humanity.

Second: Effective Market Oversight Procedures of Amir al-Mu'minin Ali ibn Abi Talib (peace be upon him)

Islam is the foundation of human and societal life. Accordingly, a state was established with a **comprehensive vision encompassing all aspects of life and their requirements** an integrated state that considers the interdependence of its elements and needs. This state was organized administratively, politically, judicially, economically, and socially, aiming to elevate human dignity in accordance with God's will, providing individuals with the conditions for a free and dignified life. Islam as a way of life binds humans to the state and to religious and daily practices prescribed in the Qur'an and the Sunnah, creating an organized and continuous life system based on divinely legislated rules.

This is the system that the government of Imam Ali (peace be upon him) was based on, which supported his general vision of administration, as well as his particular approach of regulation oversight. As stated in Nahj al-Balagha:

O ye people, have ye feared Allah in that which He has given to you in His Book, And that which He gave to you in rights. It is indeed true that Allah did not create you in vain, and did not leave you to wander in the darkness, ignorant and blind. He has been acquainted with your activities, established your life terms and unveiled his Book to you as a guide. He also despatched His Prophet among you a duration adequate to fulfill His religion and prohibit evil and guide you on the right path, to the legal, giving reasons and warnings [16], In this, Amir al-Mu'minin (peace be upon him) portrays vividly the law of God and the teachings of Prophet in human behaviour. Quranic texts and Prophetic traditions were a specific road map: they were able to reach their aims and reach spiritual and world excellence. This is a roadmap that combines divine law with the conditions that the human being needs to survive and be elevated morally, and all this enables the ruler to practice administrative, legal, and political roles as per the general rules governing the state and its citizens and which ensures justice and protection of all rights [12].

In particular, the power of Amir al-Mu'minin (peace be upon him) was granted by the guidance of God to create a government that implements the Qur'anic principles in managing the state, supervising its state and taking care of the justice, especially within the sphere of financial and commercial operations, which are extremely delicate because they directly depend on human life and rights. Besides, markets were a key tool in the dissemination of Islamic teachings in the country and in other locations in line with the command of God: *"And We have not sent you, [O Muhammad], except as a bringer of good tidings and a warner to all people, but most of the people do not know."* (Saba', 28) [41], This constitutional legitimacy of Amir al-Mu'minin (peace be upon him) was, therefore, the basis of his regulatory vision which was entirely consistent with the Quranic constitution. It used ethics as its guiding principle in order to have a society where there would be no deceit, fraud and corruption. He put in place a Oversight system, which ensured the rights of the citizens, enhanced the government and the Islamic state, and incorporated developed oversight processes of all spheres of life, especially financial and trade activities in the market, such as purchase, sale, and change. He laid down a set of **fundamental principles governing markets and their transactions**, ensuring fairness, transparency, and accountability. The following are some of the key principles he implemented in his market regulatory system: [18] [8]

1. **Justice in Weighing:** It is reported about Amir al-Mu'minin Ali ibn Abi Talib (peace be upon him) that "he would walk through the markets holding a staff with which he would strike anyone he found cheating or defrauding in the trade of the Muslims." His (peace be upon him) profound concern for the rights of the people obliged him to safeguard these rights in measurements, diligently monitoring those whose desires might drive them to dishonesty in weighing, based on the words of Allah, the Exalted: *"Give full measure when you measure, and weigh with an even balance. That is the best [way] and best in result"* (Al-Isra, 35) [41].
2. **Health Regulations:** It is reported about him (peace be upon him) that he would inspect the markets, going from one market to another. On one occasion, he visited the butchers' section in the city of Kufa and loudly addressed them: "O butchers, do not cut too deeply, and do not rush to kill the

animals; beware of inflating the meat for sale, for I heard the Messenger of Allah (peace and blessings be upon him) forbid this." This is clear evidence of his adherence to the Prophet's guidance (peace and blessings be upon him), which established correct rules for handling animal products in ways that could affect human health.

3. **Product Display:** He (peace be upon him) was known for advising the date sellers in the market of Kufa, saying to them, "Show the inferior part of your goods as you show the good." This emphasizes the proper way of presenting products to customers, ensuring that the buyer can see the true quality of what they are purchasing and safeguarding their rights to know what they paid for.
4. **Credibility in Contracts:** The Commander of the Faithful (peace be upon him) emphasized honesty in buying and selling, basing this on the Prophet Muhammad's (peace be upon him) commendation of the truthful merchant, who is "with the prophets, the truthful, and the martyrs." Accordingly, he advised the fishermen: "Do not sell except what is good, and beware of selling inferior goods," clearly stressing honesty in dealings with customers. He instructed that the products sold should be of the best quality to ensure they are lawful and to prevent harm to the buyer's wealth or health from defective goods. He also advised against swearing oaths in trade and emphasized integrity in all matters, following the Prophet's guidance: "Three will not be spoken to by Allah on the Day of Judgment, nor will He look at them, nor will He purify them, and they will have a painful punishment: the one who drags his garment below the ankles, the one who gives grudgingly, and the one who spends with false oaths."
5. **Reliability in Transactions:** He (peace be upon him) emphasized the necessity of avoiding oaths in buying and selling. It is reported that he visited the market (al-Kanasa), which included various types of traders such as middlemen, cloth merchants, camel sellers, money changers, drapers, and tailors. He called out loudly: "O merchants, your markets are attended by faith, so mix your faith with charity and refrain from swearing oaths, for Allah does not sanctify anyone who swears falsely in His name." This is a clear and explicit affirmation of his adherence to the Prophet's (peace be upon him) guidance that "false oaths are forbidden and are most severely prohibited when for the sake of profit," as the Prophet (peace be upon him) said: "Three will not be spoken to by Allah on the Day of Judgment, nor will He look at them, nor will He purify them, and they will have a painful punishment: the one who drags his garment below the ankles, the one who gives grudgingly, and the one who spends with false oaths."

Based on the above, we can see that Imam Ali ibn Abi Talib's (peace be upon him) vision of oversight was comprehensive and constructive: it advised, guided, motivated, instructed, executed, and evaluated. He based this vision on a framework of principles and rules derived from the Qur'an and the Prophetic Sunnah, establishing and preserving justice. This confirms the validity of the study's hypothesis, which states: "The Commander of the Faithful, Ali ibn Abi Talib (peace be upon him), possessed administrative acumen, intelligence, and insight drawn from the fountains of knowledge embodied by the Prophet Muhammad (peace be upon him), which he employed in managing the Islamic state, particularly in the strategy of market oversight during his leadership of the Islamic state from 35–40 AH."

Chapter Three: Conclusions and Recommendations

Continuing with the scientific methodology of our study, this research has, based on the theoretical framework and conceptual analysis presented, reached a series of conclusions. We hope that we have provided even a modest portion of insights relative to the vast sea of knowledge embodied in the person of Imam and Commander of the Faithful, Ali ibn Abi Talib (peace be upon him).

Furthermore, we will present a number of recommendations, which we hope will serve as guidance for those in authority and act as a compass for both ourselves and future generations, directing us toward the correct approach in building a society that elevates human dignity and advances humanity to higher levels, making us a model worthy of emulation by other nations.

First: Conclusions

1. **Control as a Key Administrative Function:** Control is one of the most important administrative functions, working in collaboration and integration with other organizational functions. It is exercised by managers at all administrative levels, providing sufficient guarantees for proper performance and addressing deviations.
2. **Comprehensive Nature of Control:** The role of control has been described as inclusive and universal to all levels and encompassing all functions, activity and processes. It is generalized in terms of all organization facilities and employees.
3. **Requirements and Components of Effective Control:** Control requires specific conditions and components to be effective. When met, senior management can identify sources of risk, explain their causes, and provide appropriate solutions to address and prevent them.
4. **Islamic Basis of Control:** In Islam, control is grounded in the Qur'anic texts and the Prophetic Sunnah, both in action and speech.
5. **Evolution of Control Practices:** The conceptual and practical development of control went hand in hand with the enlargement and expansion of the Islamic state, modifying itself to its practical demands and conforming to the needs of both the present and future. It turned into a system that was integrated, having offices, employees and operational framework.
6. **Divine Methodology in Governance:** The government of Imam Ali ibn Abi Talib (peace be upon him) was founded on a divine, God-centered methodology that links religion and life inseparably, enabling individuals to achieve both their spiritual and worldly goals.
7. **Regulation of Financial and Commercial Transactions:** Imam Ali (peace be upon him) established operational guidelines for commercial and financial dealings, implementing them in the markets of Kufa, the capital of the Islamic Caliphate during his governance, making them a model for other cities and provinces of the state.
8. **Guidance and Advice in Market Oversight:** The Imam's directives to market workers, regardless of their trade, were derived from the Qur'an and aligned with the Prophetic Sunnah, providing guidance, counsel, warning, and motivation.
9. **Comprehensive and Timeless Vision of Control:** The Imam Ali (peace be upon him) Oversight vision is not a short-term, contextual method but it is all-inclusive and accommodating to circumstances and human situations irrespective of time and place. It is founded on the flexible and universal principles of Islam, which rely on the texts of the Quran and the Prophetic Sunnah, which gives a framework of Oversight systems serving humanity and the society in any age and context.

Second: Recommendations

1. **Establish Oversight Systems Based on Islamic Texts:** Develop control systems in organizations in general, and specifically in marketing and market-related sectors, drawing their principles and provisions from the Qur'an and the Prophetic Sunnah.
2. **Learn from Imam Ali's Administrative and Oversight Vision:** Extract lessons from the vision and practices of Imam Ali ibn Abi Talib (peace be upon him) and instill them in organizational leadership to build comprehensive and integrated administrative and Oversight systems that effectively achieve their intended objectives.

3. **Incorporate Intellectual Principles of Governance:** Utilize the intellectual and practical approaches of Imam Ali (peace be upon him) in managing the state and monitoring its affairs within scientific studies aimed at improving organizational performance and development.
4. **Translate Oversight Principles into Practice:** Apply the administrative and Oversight concepts of Imam Ali (peace be upon him) directly in the operational practices of contemporary and future organizations.
5. **Develop Market Oversight Systems Based on His Guidelines:** Build market supervision systems based on the directives of Imam Ali (peace be upon him), to be used as a model in teaching the principles of general administrative control and market-specific oversight in relevant universities and institutes.
6. **Generalize a Oversight Model for All Organizations:** Implement a Oversight model aligned with the nature and activities of each organization operating in markets, guided by the directives of Imam Ali (peace be upon him), to serve as a reference for organizational oversight.
7. **Conduct Field Studies on Oversight Requirements:** Perform additional empirical studies to assess the availability of conditions necessary for establishing effective Oversight systems, ensuring the presence of success factors that fulfill the objectives recommended and emphasized by Imam Ali (peace be upon him) in organizational structures and leadership.

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