

AlKaser, S. (2024). A proposed conception to employ the McKinsey model in achieving institutional creativity in Emerging universities (University of Hafr Al-Batin as a model), *Journal of Educational Science*, 11 (1), 429 - 464

**A proposed conception to employ the McKinsey model in achieving institutional creativity in Emerging universities.
(University of Hafr Al-Batin as a model)**

Dr. Sharifah Awadh AlKaser

Associate Professor of Management at

Shaqra University

sharyaa@su.edu.sa

Abstract:

The study aims to identify the relationship between the McKinsey model and institutional innovation and the reality of their application in universities , then create a proposed vision to employ the McKinsey model in achieving institutional innovation in universities. To achieve the objective of the study, the descriptive approach was used; where a questionnaire was distributed to the study sample. The results showed that the reality of applying the McKinsey model with its seven standards came to a high degree , as the highest criterion applied at the university was common values , then structure skills. The results also proved that the degree of application of the University of Hafr Al-Batin to the requirements of institutional creativity came to a high degree according to the point of view of the study sample. In addition , the results of the study showed that there is a statistically significant positive relationship between the McKinsey model with its seven criteria and institutional creativity. The study concluded with that emerging universities should work on their strategic plans , as it is one of the McKinsey model dimensions , which was less than others according to the results , with the need to pay attention to human resources , as their support encourages institutional creativity that creates a competitive advantage.

Keywords: institutional creativity; McKinsey; hard skills; soft skills.

الكسر، شريفه. (2024). تصور مقترح لتوظيف نموذج ماكينزي في تحقيق الإبداع المؤسسي بالجامعات الناشئة (جامعة حضر الباطن إنموذجًا). مجلة العلوم التربوية ، 11 (1) ، 429 - 464

تصور مقترح لتوظيف نموذج ماكينزي في تحقيق الإبداع المؤسسي بالجامعات الناشئة. (جامعة حضر الباطن إنموذجًا)

د. شريفه بنت عوض الكسر⁽¹⁾

المستخلص:

تهدف الدراسة للتعرف على العلاقة بين نموذج ماكينزي والإبداع المؤسسي وواقع تطبيقهما في الجامعات وبالتالي بناء تصور مقترح لتوظيف نموذج ماكينزي في تحقيق الإبداع المؤسسي في الجامعات. ولتحقيق هدف الدراسة أستخدم المنهج الوصفي حيث تم توزيع استبانة على عينة الدراسة والتي تم اختيارها بصورة عشوائية من مجتمع الدراسة. وأظهرت النتائج أن واقع تطبيق نموذج ماكينزي بمعايير السبعة جاء بدرجة عالية حيث كان المعيار الأعلى تطبيقاً في الجامعة هو القيم المشتركة ومن ثم الهيكل ثم المهارات. كما أثبتت النتائج أن درجة تطبيق جامعة حضر الباطن لمتطلبات الإبداع المؤسسي جاء بدرجة عالية حسب وجهة نظر عينة الدراسة. بالإضافة لذلك فقد بينت نتائج الدراسة أن هناك علاقة إيجابية ذات دلالة إحصائية بين نموذج ماكينزي بمعايير السبعة والإبداع المؤسسي. وخلصت الدراسة بأهمية اعتناء الجامعات الناشئة بخططها الاستراتيجية حيث تعد أحد معايير نموذج ماكينزي والذي كان أقل من غيره حسب النتائج ، مع ضرورة الاهتمام بالموارد البشرية في الجامعات حيث أن دعمهم يشجع على الإبداع المؤسسي الذي يخلق ميزة تنافسية للجامعة.

الكلمات المفتاحية: الإبداع المؤسسي؛ ماكينزي؛ المهارات الصلبة؛ المهارات الناعمة.

(1) أستاذ الإدارة المشارك - جامعة شقراء، sharyaa@su.edu.sa

First: Introduction:

With the scientific and cognitive progress that has occurred in the world with technological progress , it has become necessary for organizations to accept change and work on rapid and continuous development and improvement to be able to keep pace with the requirements of beneficiaries and continue in the market , and the most important of these organizations are higher education institutions. Universities in the era of the technological revolution must develop in all administrative , human and material aspects to improve the quality of their outputs and be able to keep pace with the needs of the labor market. As Sammour (2021) and Alghlibi (2018) mentioned organizations have become in continuous and constant attempts to keep pace with the scientific and cognitive changes and developments that the world has been witnessing during the last century , which in turn prompted them to innovate new management methods that help them in their continuity and achieve their goals.

In order for organizations to achieve their aspirations , they must have a high degree of awareness among their employees along with a scientific knowledge of applied skills , abilities , and high management competencies to deal with advanced practices. This requires the adoption of appropriate structuring , organization , the delegation of authority in proportion to the size of responsibility and the division of tasks among employees in order to achieve coherence and integration between tasks (Bartone and Wells , 2019). The researchers also stressed that in order to achieve effective implementation of the strategy , it is necessary to identify and categorize imbalances and problems that the organization suffers from , using multiple strategic analysis methods that help diagnose and address problems , such as the McDonald model (McDonald , 2014). In order to help organizations , achieve success and excellence in their business , Mckinsey 7S was developed in the eighties , where this model contained three solid factors: structure , strategy , systems and four soft factors: shared values , employees , management style , and skills. McKinsey 7S model assumes that organizations succeed when they achieve harmony and integration between these hard and soft factors (Zhao and Choma , 2012).

In addition to using any management method, such as using the McKinsey model in management, organizations need creative management that can keep pace with change and development to ensure their continuity and ability to face future challenges (Dundis, 2018). Significantly, literature agreed on the importance of institutional creativity as an entry point for the development of institutions and providing opportunities for development of their work methods. Institutional creativity includes innovation in various administrative sciences, as it helps to move from traditional methods to wider horizons in institutional work, which contributes to overcoming obstacles and difficulties facing the management of organizations (Almadani, 2019). Accordingly, this study seeks to focus on the McKinsey model as a management method for organizational diagnosis as an input to institutional creativity in the University of Hafr Al-Batin.

Second: The problem of the study:

The number of specialized organizations that attract post-secondary students in Saudi Arabia has increased and competition among them has increased in attracting students; these organizations are supervised by leaders who practice their management in an evolving world and changing conditions, which makes their ability to compete even more intensely. Therefore, the need for these organizations to be creative in dealing with changes has emerged (Ayoub, 2020). Many seminars and conferences also stressed the importance of higher education and the need to improve and distinguish it in terms of inputs and outputs, and this will only be done by establishing an institutional work culture that believes in creativity and seeks it (Tuwaiqat, 2019).

The study of Al-Duraibi (2015) and the study of Makahla (2014) emphasized the importance of achieving creative leadership and institutional creativity, with the need for academic leaders to be aware of the importance of practical practice of institutional creativity skills to keep pace with modern developments and overcome their challenges. Al-Enezis study (2018) also showed that the degree of institutional creativity in emerging Saudi universities

was between low and medium , and the study recommended the need to find modern ways and procedures that help raise the degree of institutional creativity in the higher education sectors in general and in emerging universities specifically. Al-Shammaris study (2020) and Abdulaziz's study (2021) also showed that the University of Hafr Al-Batin faces a challenge in reaching and maintaining outstanding performance or institutional creativity , as the university was launched carrying an academic legacy of two distinguished institutions , King Fahd University of Petroleum and Minerals and the University of Dammam , which placed a heavy burden on it to continue the institutional innovation left by these two universities with the continuous pursuit of leadership and excellence in performance among higher education institutions.

On the other hand, a number of previous studies have confirmed the importance of the Mckinsey model as a diagnostic tool used to analyze the environment of internal organizations, which contributes to improving the performance of workers in organizations (Daoud, 2018). The study of Al-Ghalbi and Hoshan (2018) indicated that the McKinsey model contributes to raising the level of human performance. This is also confirmed by the study of Ghazzawi and Ismail (2017) which showed that the relationship between organizational integration and service quality is high when using the McKinsey model in management. Furthermore, Baishya (2015) indicated that the use of the McKinsey model in management improves organizational performance. This was confirmed by Sammours study (2021) , which showed that there is a positive correlation between the application of the McKinsey model in its dimensions and the development of institutional performance.

Therefore, the researcher noted from the previous literature that the McKinsey model, when applied in the management of organizations, has a positive impact on the sense of performance of those organizations and in improving the performance of their human resources. Also, the need arose from the previous presentation to achieve institutional creativity in higher education institutions. There was a recommendation in a number of studies such as the study of Manea (2015) , the study of Yossef and Rakha (2017)

and Welly (2020) on the need to use one of the modern administrative methods to achieve institutional creativity. Consequently, the researcher worked in this study to identify the relationship between the application of the McKinsey model and the achievement of institutional creativity, Where the problem of the study emerged in the follow questions.

Third: Study Questions:

The main question: What is the proposed perception of employing the McKinsey model in achieving institutional creativity in emerging universities?

Which sub-questions branch out of it the following:

- The first sub-question: What is the reality of applying the McKinsey model in performance at the University of Hafr Al-Batin from the point of view of the study sample?
- The second sub-question: What is the degree of application of the requirements of institutional creativity at the University of Hafr Al-Batin from the point of view of the members of the study sample?
- The third sub-question: Is there a statistically significant relationship between the use of McKinsey model standards (strategy, structure, systems, shared values, skills, management style, and employees) and achieving the requirements of institutional creativity at the University of Hafr Al-Batin from the point of view of the study sample?

Fourth: Objectives of the study:

The study aims to:

1. Creating a proposed vision to employ the McKinsey model in achieving institutional creativity.
2. Identify the reality of applying the McKinsey model in improving the performance of the University of Hafr Al-Batin.

3. Knowing the degree of application of institutional creativity requirements at the University of Hafr Al-Batin.
4. Identify the relationship of McKinsey model standards to achieving institutional innovation at the University of Hafr Al-Batin.

Fifth: The importance of the study:

The study gains its importance from:

1. The researcher also hopes that the study will contribute to enriching the cognitive field and bridging the spatial, cognitive and methodological gaps arising from the lack of previous studies linking the McKinsey model variable with the institutional creativity variable.
2. It is hoped that the study will enhance the processes of diagnosis, evaluation, and analysis of the internal environment of universities in general and emerging universities in particular to contribute to knowing the factors of institutional creativity in universities.
3. Hopefully, the study will contribute to achieving institutional creativity in emerging universities, which contributes to upgrading and advancing their performance and outputs.
4. It is hoped that the study will contribute to helping the University of Hafr Al-Batin in facing the challenge that emerged in previous studies by reaching the institutional creativity, that it seeks by improving performance and maintaining the excellence it achieves by following one of the modern scientific methods, which is the McKinsey model.

Sixth: Study Terminology:

McKinsey model: Darwish (2017) defined it as a management department used by organizations to analyze their internal environment to identify their weaknesses and strengths, and then direct senior management towards the need to make a change to address weaknesses and enhance strengths. It is a model used to develop and evaluate strategy.

Procedurally, the researcher defines the McKinsey model as the method or scheme followed by organizations using seven dimensions: strategy, structure, systems, common values, management style, employees, and skills so that these dimensions work in a coherent manner, which contributes to achieving the goals of the organization by anticipating obstacles before they occur and correcting them.

institutional creativity: Nasr (2020) defined it as the optimal employment of intellectual and mental human resources capabilities that are characterized by the greatest flexibility, fluency, originality, sensitivity to problems with the ability to analyze those problems, which contributes to the discovery of new relationships, methods, and business ideas within the organization.

Procedurally, the researcher defines institutional creativity as the administrative method or technique that distinguishes the organization from others and creates a competitive advantage for it in its services or products that it provides.

Seventh: Limits of the study:

Objective limit: McKinsey model and institutional creativity.

Spatial limit: University of Hafr AlBatin.

Time limit: Third Semester of 1444 Academic year.

Human limit: Leaders at the University of Hafr AlBatin.

Eighth: Theoretical Framework:

8:1: McKinsey Model:

8:1:1: McKinsey Model Concept:

Tracey and Blood (2021) stated that the McKinsey model is a method used for diagnosis by trying to identify the factors necessary to implement the strategy effectively, as it relies on the principle of the interdependence

of the seven factors (structure , strategy , management , people , systems , shared values , training) to contribute to improving performance. Naipinit et al (2014) defined it as one of the concepts associated with a tool for evaluating and monitoring changes that occur within an organization. Darwish (2017) , and Belbachir (2015) also showed that that the secret of the successful use of the McKinsey model is the exchange and correlation among the seven factors on which organizations are based , as the absence of this interdependence and exchange generates blockages and disruptions in the entire system.

8.1.2. Elements of the McKinsey Model in Management.

Alghalibi (2018) , and Darwish (2017) explained that there are elements of McKinsey model consisting of three hard physical elements , namely strategy , structure and systems , while there are four non-material elements that are known as soft elements: shared values , skills , employees , and style. Hence , we find that the McKinsey model did not focus on skills without the other , as it was interested in working on soft skills as well as working on hard skills , which creates an integrated and harmonious environment for work and creativity.

8.1.3. Objectives of the McKinsey model.

Darwish (2017) and Baishya (2015) explained that the McKinsey model , when used in organizations , achieves a number of goals that are improving and developing the performance of the organization , exploring the potential impacts of future structured changes , working to help align operations and departments during mergers or acquisitions , and determining the best methods for implementing the proposed strategy. Accordingly , it is clear that the McKinsey model aims to improve the internal environment as well as keeping pace with the external environment and its requirements.

8.2: Institutional Creativity:

8.2.1: The concept of institutional creativity:

According to Serafi (2019), Hamadat (2018), Osman (2017), Nufaie (2015), and Rizk (2010) institutional creativity means the ability to create useful and distinctive means, methods and ideas at work, as creativity is not only a decision or idea, but rather a process consisting of a number of overlapping and intertwined elements that contribute to achieving the goals of the organization with the highest quality and lowest cost and in a way that distinguishes it from its competitors.

Therefore, creativity is not just the production of something tangible material, but goes beyond it to include services, administrative methods and ways of dealing, which is not limited to an individual, but may result from a group of individuals and organizations must adopt it to be in their organizational culture to be able to compete and continue.

8.2.2: The importance of managerial creativity:

Thomas (2021), Takrwi (2018), Zahra (2017), and Arnold (2016) stated that Administrative creativity is important for organizations by giving the organization a number of positive features such as increasing the organizations ability to respond to internal and external environmental variables, which makes it in a stable position by anticipating changes and working to confront them, and contributing to the optimal use of the organizations financial, material and human resources by using them in practical ways that are compatible with continuous developments and changes.

The researcher believes that creativity derives its importance not only from the fact that it helps the organization to compete, but in fact increases the loyalty of its employees. They are involved in improvement and feel the importance of their suggestions and opinions to improve the organizations services provided to them or external beneficiaries.

8:2:3: Requirements for Managerial Creativity.

Since this study focuses on universities , the requirements of institutional creativity in higher education organizations will be addressed, as Almadani (2019) , Hariri (2012) , and Qandil (2010) explained that higher education institutions to achieve institutional creativity must meet the following requirements:

1. Adopting senior management on the principle of participation , and providing employees with the opportunity to express , analyze and study their suggestions and opinions.
2. Job training should be available to all employees and mandatory as a continuous and integrated effort.
3. Adopting objective systems in performance appraisal.
4. The administration should not only be centralized , but decentralized administration must be available.
5. Creating an organizational climate that enhances the organizational culture that supports creativity.
6. Adopting the concept of effective positive competition.
7. Developing supportive systems and incentives that develop enthusiasm for creativity and innovation.

Ninth: Literature Review:

9:1: Studies related to the McKinsey model.

In Sammours study (2021) , which aimed to identify the reality of applying the McKinsey model for organizational diagnosis to institutional development , the results of the study showed that there is a positive correlation between the application of the McKinsey model in its dimensions and the development of institutional performance. Specifically , there was also a statistically significant

effect of applying the following dimensions of the McKinsey model; structure , shared values, skills, workers in developing institutional performance, while there was no effect of applying the following dimensions of the model; strategy , systems , and management style in developing institutional performance.

In the study of Demir and Kocaoglu (2019) , the study aimed to use the Mckinsey 7S framework as a strategic planning and economic evaluation tool in the digital transformation process , and used the analytical hierarchy approach to achieve the objective of the study. The results of the study showed that the strategy criterion was the most important criteria for digital transformation , followed by the organizational structure and then skills criterion.

In Cox et al (2019) , researchers aimed to use the McKinsey model to understand strategic alignment in libraries. The results showed that the model could be extended to library functions such as tools , space , services , and users. The model can also affect the organization and its internal environment , and stakeholders such as suppliers and allies.

9.2: Studies related to institutional creativity:

In the study of Almadani (2019) , the researchers goal was to identify the work environment and the relationship between it and institutional creativity , and to achieve this goal. The results showed that the general arithmetic average of the employees came at an average level in the axis of the work environment while it was at a high level in the axis of institutional creativity. The results also showed that there is a positive statistically significant correlation between institutional creativity and the level of the work environment.

Moreover, Abu Nassers study (2018) aimed to identify the degree of institutional creativity practice among educational leaders in the Eastern Province. The results showed that the degree of practice of institutional creativity is high for the overall practitioner of these leaders.

Also, Pual (2011) intended to identify institutional creativity in the Thai creative economy. The findings showed that government policy has an impact

on the employment process of universities and that administrative and ideological strategy and practical flexibility have a positive impact on the management of universities towards institutional creativity.

Finally, in the study of Mooghali et al. (2010), which aimed to identify the rate of institutional creativity among employees and the factors affecting this in promoting this at Shiraz University of Medical Sciences. The results of the study proved that institutional creativity is important in achieving the vision, mission and goals.

9.3: Commenting on previous studies:

Through reviewing previous studies, it has been found that there is a diversity in their topics, objectives, and tools, due to the diversity of aspects that each study was interested in. However, there are similarities and differences between each other and the current study, where all studies were similar in terms of the method used, where the descriptive approach was used, as well as the study tool was the questionnaire. In terms of difference, the studies differed from each other in the study sample, where each study chose the sample based on its objective, also differed in variables, as some of them were in the university sector and others were in banks or commercial institutions.

The current study has benefited from previous studies in terms of determining the study methodology and building its tool, but in terms of difference, it differs in terms of study variables, as it combined the McKinsey model as an independent variable and institutional creativity as a dependent variable.

Tenth: Study Procedures:

10.1: Study Tool:

The researcher built the study tool (questionnaire) in order to identify the impact of the McKinsey model in achieving institutional creativity, through the point of view of academic leaders in Hafr Al-Batin. The questionnaire

included information on the McKinsey model and the requirements of institutional creativity collected from previous references and literature.

10.2: Study population and sample:

The study population consists of 90 academic leaders at the University of Hafr Al Batin distributed over a number of branches and departments. The study sample was a simple random sample of 34 leaders, where the data was then collected and analyzed by the SPSS statistical program.

10.3: Statistical Methods:

To achieve the objective of the study, the descriptive analytical survey method was used, that depended on the study of the phenomenon as it exists in reality (Abu Allam, 2014).

10.4: Instrument Validity:

"The stability of the study instrument is the consistency of the results of the scale." (Abu Allam, 2014). To measure the internal consistency of the study tool (questionnaire), Cronbachs Alpha was used to measure the structural reliability as shown in Table (1).

Table(1)

Cronbach's alpha coefficient for measuring reliability coefficient

Axes of the resolution	Number of phrases	Axis stability	Believe the interlocutor
The first axis: the reality of the realization of the McKinsey model	28	0.90	0.952
The second axis: the degree of achievement of institutional creativity at the university.	15	.72	0.845

Table (1) indicates the stability coefficients of the study statements, where they reached a total stability coefficient of 0.952, i.e. 95% for the first

axis , and a total coefficient of stability for the second axis of 0.845 , i.e. 85% , which means that the stability coefficient for the two axes is a high percentage , which reflects the stability of the form , as well as the validity coefficients indicate the consistency of the statements and the goal for which they were developed.

The questionnaire was also presented to arbitrators to measure the apparent stability of the questionnaire , where it was presented in its initial form to (6) professors of Saudi universities to express his opinions on the clarity of the items of the questionnaire and its suitability for the field for which it was developed and the extent to which the questionnaire covers all axes of the study. In light of the opinions and suggestions of the arbitrators , some phrases were deleted and the wording of some of them was modified. Thus, the survey measures the purpose for which it was developed.

10.5: Discussion of Results:

To test the questions of the study , the statistical analysis program SSPS was used , where arithmetic averages and standard deviations were used. The researcher analyzed the studys sub-questions first, so the results help in creating the proposed perception of employing the McKinsey model in achieving institutional creativity in universities.

To test first sub-question; the data of the first axis were analyzed and the arithmetic averages and standard deviations were found as in Table (2).

Table(2)

The reality of applying the McKinsey model at the University of Hafr Al-Batin from the point of view of academic leaders at the university

#	Paragraph	Arithmetic mean	Standard deviation	Level
First Criterion: Strategic Planning at the University:				
1	The university has a clear and stated vision and mission.	3.7353	.99419	High

#	Paragraph	Arithmetic mean	Standard deviation	Level
2	The university has general and detailed objectives that contribute to achieving its vision and mission.	3.9412	.98292	High
3	The university has executive plans that contribute to achieving the strategic plan.	3.5882	1.01854	High
4	The university has performance indicators to measure its progress in achieving its plans.	4.0588	.69375	High
Overall average of the standard		3.830875	0.92235	High
Second Criterion: University Structure:				
5	The structure of the university meets the realization of its strategic plan.	4.0294	.75820	High
6	The University coordinates the tasks associated in specific functions through its organizational structure.	4.0882	.71213	High
7	The structure of the university is constantly being developed to keep pace with developments and changes.	3.6471	.94972	High
8	There is clarity in the authority to carry out works at different functional levels in the structure.	4.0588	.73613	High
Overall average of the standard		3.955875	0.789045	High
Third Criterion: University Regulations:				
9	There are clear and announced policy and procedure manuals at the university.	4.0294	.79717	High
10	There is an effective staff performance appraisal system at the university.	3.6765	.94454	High

#	Paragraph	Arithmetic mean	Standard deviation	Level
11	Management information systems at the university are organized in a way that helps in the decision-making process.	3.8235	.96830	High
12	The university has a declared hooves system.	4.0000	.81650	High
Overall average of the standard		3.88235	0.881628	High
Fourth Criterion: Shared Values:				
13	One of the values of the university is teamwork.	4.0588	.81431	High
14	The organizational culture at the university supports excellence and creativity.	4.1471	.70205	High
15	One of the university's values is transparency, justice and equality.	3.9118	.90009	High
16	The university has values that contribute to increasing employee loyalty to it.	3.7353	.82788	High
Overall average of the standard		3.96325	0.811083	High
Fifth criterion: Providing university employees with the necessary skills:				
17	The university works to equip employees with new skills by providing mandatory training programs.	3.8529	.89213	High
18	The university is working to increase the personal skills of employees.	4.0000	.81650	High
19	The university work on developing the technical skills of employees.	4.0000	.81650	High
20	The university encourages staff to develop research and knowledge.	3.8529	.85749	High

#	Paragraph	Arithmetic mean	Standard deviation	Level
Overall average of the standard		3.92645	0.845655	High
Sixth Criterion: Management Style at the University:				
21	Senior management uses an open-door policy with employees.	3.9706	.90404	High
22	Management promotes the principle of transparency in the exchange of information to employees, beneficiaries and stakeholders.	3.7941	1.14890	High
23	Senior management involves its employees in decision-making.	3.7941	1.09488	High
24	The senior management conducts field visits to the various departments, deanships and colleges at the university.	4.1176	.87956	High
Overall average of the standard		3.9191	1.006845	High
Seventh Criterion: University Employees:				
25	The university takes care of the functional needs of its employees on an ongoing basis.	3.7941	1.03805	High
26	There are clear and stated criteria for promotions at the university.	3.5588	1.05000	High
27	There is a diversity of skills and specialization of employees at the university.	3.9706	.75820	High
28	The university has a specialized body for human resource development.	3.6765	1.14734	High
Overall average of the standard		3.75	0.998398	High
General average of the first axis		3.8897	0.893572	High

From table No. (2) above , the reality of applying the McKinsey model with its seven companions is considered high at the University of Hafr Al

Batin from the point of view of its academic leaders was high where the arithmetic average for the axis as a whole was (3.88), where the highest criteria of the model were consequently the common values with an arithmetic mean (3.96), followed by the structure criterion with an arithmetic average (3.95), and then the fifth criterion skills with an arithmetic average (3.92). This is consistent with Sammours study (2021), which proved that the reality of applying the McKinsey model in universities was high, but it is not consistent with the Demir and Kocaoglu (2019) study, which proved that the most important criteria of the model is the strategy criterion, as the results of the current study showed that the highest application is the structure criterion.

To test the second sub-question; the data of the second axis of the questionnaire were analyzed and the arithmetic averages and standard deviations were found as in the following table:

Table(3)

The degree of application of the University of Hafr Al-Batin to the requirements of institutional creativity from the point of view of academic leaders at the university

No	Paragraph	Average	Standard deviation	Level
1	The university predicts the administrative problems that can occur.	4.1765	.83378	High
2	The university is working to identify its weaknesses.	3.6471	1.20309	High
3	The university administration contributes to solving the problems experienced by its sectors.	4.0000	1.01504	High
4	The university periodically implements administrative reforms.	4.0000	.98473	High
5	The senior management encourages the university's employees to put forward creative ideas to accomplish administrative work	3.7941	1.00843	High

No	Paragraph	Average	Standard deviation	Level
6	The university has a style of administrative work that is distinguished from others in other universities.	4.0588	.95159	High
7	Share University Administration Staff Creative ideas that are characterized by flexibility when implemented.	4.1471	.89213	High
8	Working methods are used that are appropriate to solve the problem when making management changes.	4.0294	.75820	High
9	The university administration encourages employees to put forward multiple ideas in a record time.	3.8529	.98880	High
10	The university's senior management is distinguished by its ability to propose quick and effective solutions to face administrative work problems.	3.8824	.84440	High
11	The university administration can integrate different ideas to solve administrative problems effectively.	3.7647	.98654	High
12	The university administration is responsible for its actions.	3.9706	.83431	High
13	Top management has the ability to convince others of their ideas.	3.7059	.97014	High
14	Senior management encourages the implementation of new creative ideas despite the risks consumed.	3.7353	.99419	High
15	Senior management does not hesitate to change its position when it finds it useless to implement its proposed ideas.	3.5588	.99060	High
General average of the axis		3.89365	0.57457	High

By reading the previous table (3), the application of the University of Hafr Al-Batin to the requirements of institutional creativity came at a high level, as the arithmetic average of the axis as a whole was (3.9), and the highest sentences with their arithmetic average are respectively as follows. The university predicts the administrative problems that can occur with an arithmetic average (4.1765), Share Employees University Administration Creative ideas that are flexible when implemented with an arithmetic average (4.1471). These results are consistent with the study of Abu Nasser (2018), which proved that the degree of institutional creativity practice is high among educational institutions. It is also consistent with the results of the Pual study (2011), which showed that managerial and ideological strategy and practical flexibility have a positive impact on the management of universities towards institutional creativity, as well as the study of Mooghali et al. (2010) which proved that managerial creativity is important in achieving the vision, mission and goals of the organization.

To test third sub-question; the correlation coefficient was used as follows:

Table(4)

Correlation coefficient between McKinsey model standards and institutional creativity

Correlations			
		Institutional creativity	Strategy
Institutional creativity	Pearson Correlation	1	0.665**
	Sig. (2-tailed)		0.000
	N	34	34
Strategy	Pearson Correlation	0.665**	1
	Sig. (2-tailed)	0.000	
	N	34	34
		Institutional creativity	structure
Institutional creativity	Pearson Correlation	1	.572**
	Sig. (2-tailed)		.000
	N	34	34

structure	Pearson Correlation	.572**	1
	Sig. (2-tailed)	.000	
	N	34	34
		Institutional creativity	Systems
Institutional creativity	Pearson Correlation	1	.631**
	Sig. (2Tailed)		.000
	N	34	34
Systems	Pearson Correlation	.631**	1
	Sig. (2Tailed)	.000	
	N	34	34
		Institutional creativity	Shared Values
Institutional creativity	Pearson Correlation	1	.671**
	Sig. (2-tailed)		.000
	N	34	34
Shared Values	Pearson Correlation	.671**	1
	Sig. (2-tailed)	.000	
	N	34	34
		Institutional creativity	Skills
Institutional creativity	Pearson Correlation	1	.516**
	Sig. (2-tailed)		.000
	N	34	34
Skills	Pearson Correlation	.516**	1
	Sig. (2-tailed)	.000	
	N	34	34
		Institutional creativity	Management style
Institutional creativity	Pearson Correlation	1	.211**
	Sig. (2-tailed)		.000
	N	34	34

		Institutional creativity	Management style
Management style	Pearson Correlation	.211**	1
	Sig. (2-Tailed)	.000	
	N	34	34
		Institutional creativity	Workers
Institutional creativity	Pearson Correlation	1	.297**
	Sig. (2-tailed)		.000
	N	34	34
Workers	Pearson Correlation	.297**	1
	Sig. (2-tailed)	.000	
	N	34	34

From Table (4) noted that all values are positive at a significant significance level of ≤ 0.01 and a positive relationship between the standards of the McKinsey model and institutional creativity, as the value of the correlation coefficient was average for all standards. This reflects the strength of the McKinsey model (strategy, structure, systems, shared values, skills, management style, and workers or employees) to apply institutional creativity because there is a positive and statistically significant relationship between them.

To answer the first main question: The following scenario has been prepared:

The proposed concept for employing the McKinsey model in achieving institutional innovation in emerging universities

In light of the answer to the sub-questions of the current study and the contents of previous studies and the theoretical framework, a proposed vision can be built that enables universities to benefit from the McKinsey model in achieving institutional creativity, according to the following:

Philosophy of perception:

This proposed vision stems from the basic philosophy that universities need to accommodate the continuous developments of higher education, which leads to the need for these universities for creativity, excellence, and continuous improvement; by improving their procedures, policies, and work outputs (Ibrahim, 2018). Because McKinsey model is one of the models that have proven successful in developing and distinguishing institutions, this study sought to develop a proposed practical vision to employ it in achieving institutional creativity in universities.

The proposal was put in its initial form, and then presented to the arbitrators from specialists in universities with experience in the field of management in higher education institutions, to express their opinions on its contents. After the completion of the receipt of the opinions of the arbitrators, the content of the concept was modified and its compatibility with the scientific steps of the development and improvement processes in higher education, so it can be used by applying it practically in universities.

Justifications for conception:

In this scenario, the justifications were divided into internal and external justifications as follows:

External justifications:

- Improving the higher education environment to be an environment that stimulates creativity according to studied international standards to reach the highest effectiveness and efficiency. While working to provide a number of mechanisms that contribute to the development and development of learning and teaching communities.
- Local and global competitiveness that has created challenges and continuous developments facing universities, as it led to the demand of these institutions more than ever to work on creativity and excellence.

Internal justifications.

- Vision 2030 , and its programs such as the National Transformation Program 2025 , and what is related to the educational field , its leadership and institutions , and the Human Resources Development Program , which is one of the vision programs that are concerned with the human element and its development in all private and government sectors.
- This vision works to develop a practical mechanism based on the development of institutional performance in universities to reach outstanding performance rates that contribute to achieving competitive university services.

Visualization objectives:

a) Main objective:

Achieving institutional creativity in universities by employing the McKinsey model in a scientific manner.

Detailed objectives:

- Introducing senior management in universities to ways to employ the McKinsey model in the university environment to achieve institutional creativity.
- Improving the competitiveness of universities to achieve advanced positions in international rankings.
- Providing universities with one of the most important modern management models that contribute to achieving continuous improvement.
- Providing senior management of higher education institutions with distinguished expertise , methods and methods in the field of creativity , and continuous improvement in a way that everyone understands and accepts to make the required change.

Authorities responsible for following up the implementation of the proposed in universities:

- Senior management of the university, in particular university vice presidency, the university vice presidency for development and quality or whoever carries out the quality work at the university.

Mechanisms of employing the McKinsey model in universities:

The main goal of using the McKinsey model in university management should be to achieve institutional creativity that contributes to creating an attractive competitive environment that leads to improving university outputs.

In order to achieve this, it is necessary to employ McKinsey model in university management by applying its seven dimensions in the following ways:

First dimension: strategy:

In order for universities to achieve this dimension, they must build their strategic plan for the participation of all university employees and beneficiaries of its services, as this creates a spirit of challenge for them in achieving this strategy, which they are part of its establishment. The university should take into account the way in which it will achieve its goals, with the development of a strategy that helps face the continuous changes in the requirements of higher education and the pressures of local and global competition, and be in line with Vision 2030, and each university must work on publish its vision, mission and strategic objectives and determine clear and announced performance indicators to achieve transparency that encourages creativity and increase efficiency.

Second dimension: Structure:

In this dimension, the university must define the tasks and responsibilities of each employee, and it must clarify the relationship between the different departments and the nature of their work so that there is no duplication of

work. One of the most important aspects that universities should take into account in this dimension is how to organize the structure and get rid of the sagging structure and work to make the structure agile and flexible by clarifying the nature of the job hierarchy, coordinating activities in and between different departments, while working to create cohesion and harmony between employees.

Third Dimension: Systems:

Universities should focus, to achieve this dimension, on the set of systems and daily work carried out by their employees to perform work and tasks; therefore, universities should focus on having clear procedural manuals and work standards to facilitate their evaluation, while identifying the main systems that run the university, and determining the internal processes and rules that govern it to maintain the correct course of the university.

Fourth Dimension: Values:

This dimension includes a set of beliefs and values; universities must develop clear guidelines that show the ideas that govern the university so that employees can be part of it to contribute to increasing the strength and durability of these values while working to make the value of creativity and excellence one of the governing values in the university to form its culture, which encourages employees to innovate, creativity and excellence in performance, which is reflected in the institutional performance of the university.

Fifth Dimension: Skills:

This dimension reflects the capabilities and efficiency of the university's employees, therefore, universities must develop employees' skills to keep pace with the rapid developments that occur in all administrative and technological aspects, for example, by creating mandatory training courses that are determined for each employee based on the annual performance evaluation from his/her boss, so that employees can transform the knowledge

they acquire during training into practical applications that can contribute to the development of work and the way it is performed.

Sixth Dimension: Management Style:

It refers to the way in which an university is managed through an organizational philosophy that influences the perception of it by others. Therefore , management must create specific standards in the performance of its work to raise its efficiency and effectiveness , while sharing these standards with employees to be aware of work mechanisms and what is expected of them to create an organizational culture based on cooperation and constructive competition.

Seventh Dimension: Workers:

Intellectual or human capital is one of the resources that universities must give special attention to and invest in by attracting distinguished employees at various administrative levels and working to retain them by providing advantages that increase their loyalty to the university while providing clear criteria for promotions that make them feel fair when announced , and the university must have a strategic plan for the development and investment of human resources in it. Moreover, universities have to announced job description so that employees can know what is expected of them during the performance of their work.

Elements of the success of the application of the proposed concept:

To successfully employ McKinsey model for institutional creativity, universities must work on:

1. The senior management in universities must believe that institutional creativity is not only an access station , but a continuous activity so the universities need tp continuous follow-up, evaluation and treatment.

2. Universities should work to implement their strategic plans, not just prepare them, and this implementation should be continuously followed up through measurable performance indicators.
3. Higher university administrations should adopt an organizational culture that encourages employees to be creative and work to solve the problem if they feel it exists and not only report it; so that employees feel the depth of responsibility and a sense of negligence, and work to address it.
4. Universities should work on digital transformation in their procedures, which contributes to the governance of operations and makes the management style followed clear to all.
5. Human or intellectual capital is one of the most important resources of non-financial institutions, so universities must work in investing it optimally by providing appropriate incentives for the distinguished and making the environment attractive to attract them, and universities must have fair procedures in the transfer and assignment processes.
6. Finally, in order to succeed in employing McKinsey model by applying this proposed, universities must identify planning body for its employment, implementation and follow-up so that performance is continuously evaluated, the extent of improvement in it is measured, and alternative plans are found in the event that the planned institutional performance is not achieved.

Obstacles application of the proposed concept:

Among the difficulties and obstacles that may face the implementation of McKinsey model concept to achieve organizational creativity are the following:

1. The traditional bureaucratic system that may limit the application of the proposed concept, such as the enactment of some rules and regulations for entities outside universities.

2. The weakness of the prevailing organizational culture , and therefore it is necessary to spread an organizational work culture based on teamwork , motivation and managing the work environment positively away from fear of sanctions and consequences
3. Difficulties that may be associated with leaders and ways to overcome them , such as:
 - Weak confidence in workers, and neglecting the importance of development, and the spirit of participation, and these difficulties can be overcome by spreading the organizational culture based on love of development, transparency, clarity, job affiliation, and loyalty.
 - Continuous change in leadership and can be overcome by having a strategic plan that is followed up through performance measurement indicators, no matter how the leaders change, the plan remains and the ways to follow it are clear and drawn.
4. Difficulties that may be associated with university employees, and the ways to overcome them are:
 - Some of the employees were convinced of the importance of institutional creativity and that it is one of the most important ways for the excellence and development of universities.
 - Resistance to change; which can be overcome by involving employees in the planning, follow-up and evaluation processes.

Follow-up to the implementation of the proposed vision.

During the process of following up the implementation of the vision , reports and documents are collected that confirm that the vision was applied as planned, as these documents are considered Means of verification of indicators because they contain the information of the beneficiaries and targets of all activities employing McKinsey model in achieving institutional innovation and raising the quality of administrative work at the university for the benefit of the beneficiaries.

Among the most important implementation and follow-up activities are:

1. Preparing the criteria for the implementation of the various activities as agreed upon by the Concept Implementation Committee, with the identification of the financial and human resources necessary for the implementation it.
2. Holding a meeting with the higher university administration and university staff to familiarize them with the standards required to implement each activity.
3. Field visits to ensure implementation and compliance with the targeted quality standards, and to know the positive and negative observations while proposing appropriate solutions.
4. Give incentives for outstanding performance and creativity.

Eleventh: Recommendations:

In light of the previous findings, the study recommends:

1. Senior management at the universities should work on employing McKinsey model in their work because of its relationship to achieving institutional innovation.
2. Moreover, senior management at the universities should support their employees, encourage them to be creative and innovative, and give them more opportunity to participate in decision-making.
3. Ministry of education should allow more powers to universities to building their organizational structures to be able to build it in an agile and flexible manner commensurate with its needs and goals.
4. Conduct further studies on McKinsey model and its relationship to other administrative aspects in universities such as:
 - a. The role of McKinsey model in the development of human resources in universities.
 - b. The impact of McKinsey model on improving university outcomes.

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