

THE ROLE OF STRATEGIC AMBIGUITY IN BUILDING THE CUSTOMER'S MENTAL IMAGE: AN EXPLORATORY RESEARCH IN THE NATIONAL INSURANCE COMPANY

دور الغموض الاستراتيجي في بناء الصورة الذهنية

للعلماء بحث تحليلي في شركة التأمين الوطنية

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Abstract

The current research aimed to know the role that strategic ambiguity plays in the mental image of the customer who deals with the National Insurance Company. To achieve the objectives of the research, the descriptive analytical approach was adopted, as a questionnaire consisting of (23) items was developed, and a random sample was drawn so that the research sample consisted of (85) experienced managers and workers at the headquarters of the National Insurance Company. The descriptive analytical approach was relied upon, and the results were analyzed based on the (SPSS v.25) program and descriptive statistics tools. It was concluded that the National Insurance Company currently has a great interest in strategic ambiguity as a way to communicate What you want the customer to know while maintaining the confidentiality of internal operations and building a positive mental image towards dealing with insurance services, and that strategic ambiguity has an impact in building the mental image of the customer. The most prominent recommendations of the research were the insurance company's management's adoption of strategic ambiguity in delivering positive messages to the public and using multiple means of communication for promotion. About banking services, activating insurance marketing, and building a

positive outlook towards insurance companies, as they are one of the important economic sectors. **Keywords:** Strategic ambiguity, mental image, National Insurance Company.

المستخلص

هدف البحث الحالي إلى معرفة الدور الذي يحدثه الغموض الاستراتيجي في الصورة الذهنية للزبون الذي يتعامل مع شركة التأمين الوطنية ، ولتحقيق أهداف البحث تم اعتماد المنهج الوصفي التحليلي اذ تم بناء استبانة مكونة من (٢٣) فقرة، وتم سحب عينة عشوائية بحيث تكونت من (٨٥) من المدراء والعاملين ذوي الخبرة في مقر شركة التأمين الوطنية ، وتم تحليل النتائج بالاعتماد على الحزمة الاحصائية (SPSS, v25) وادوات الاحصاء الوصفي مثل الوسط الحسابي ومعامل الاختلاف والانحراف المعياري ، كانت النتائج تشير الى ان شركة التأمين الوطنية في الوقت الحالي لديها اهتمام كبير بالغموض الاستراتيجي بوصفه طريقة لايصال ما ترغب ان يعرفه الزبون مع الحفاظ على سرية العمليات الداخلية وبناء صورة ذهنية ايجابية اتجاه التعامل مع الخدمات التأمينية وان الغموض الاستراتيجي يحدث اثرا في بناء الصورة الذهنية للزبون وتمثلت ابرز التوصيات بضرورة تبني ادارة شركة التأمين للغموض الاستراتيجي في ايصال رسائل ايجابية الى الزبائن واستعمال وسائل تواصل متعددة للترويج عن الخدمات التأمينية وتطوير القطاع التأميني وبناء نظرة ايجابية اتجاه شركات التأمين كونها من القطاعات الاقتصادية المهمة.

الكلمات المفتاحية: الغموض الاستراتيجي، الصورة الذهنية ، شركة التأمين الوطنية

Introduction

Organizations today seek to achieve creativity, increase productivity and excellence in global markets, and following the strategy of strategic ambiguity is almost the ideal solution to achieve those goals, as it contributes to reducing the states of tension that organizations face in light of tense and ambiguous environments and increasing their ability to achieve the goals they sought, as it is strategic. It is effective in facilitating the process of strategic change while maintaining the positions held by leadership and communications, taking into account different points of view, and the best way to achieve future options is through effective management of existing crises. The mental image is the clear evidence that helps the Customer interpret and analyze the various situations he experiences during his day, Because it is based on practical knowledge, beliefs, and ideas of mental evocations, which contribute to building the mental image through the perceptual experiences that the Customer goes through, which constitute the mental event to begin the artistic work of the brain, Interest in the general concept of mental image began at the beginning of the twentieth century, when the public relations profession became a major influence on business. The current research consisted of four attempts, as the first axis consisted of previous studies, the second focused on the theoretical framework, and the third focused on the practical framework. It concluded with the fourth axis, which dealt with the conclusions and recommendations reached by the research.

1. Methodology

1.1. Research problem

Contemporary organizations face great challenges as a result of intense competition and rapid environmental fluctuations, which creates a discrepancy in their mental image of the organization. Strategic ambiguity means not disclosing all the goals you want to achieve, and those goals may not be acceptable to the public. Some companies in general and insurance companies in particular do not disclose all their goals, which are to obtain insurance amounts with the least possible risk, and customers may not like those goals. Or the insured who expect services in exchange for the premiums provided to the insurance company. Here, the research assumes that strategic ambiguity helps in building the customer's mental image of insurance companies in a way that achieves their goals. The research problem can be embodied by answering the following questions:

- What is the level of strategic ambiguity in the National Insurance Company?
- What is the level of the customer's mental image about the services provided by the National Insurance Company?
- Is there a correlation between strategic ambiguity and the customer's mental image?
- Is there an effect of strategic ambiguity on the customer's mental image?

1.2. Research importance

The importance of the research comes from the role that strategic ambiguity plays in the insurance sector in crystallizing the mental image of the customer. The importance of the research is evident Theoretical

importance: The theoretical importance is represented by reviewing peer-reviewed scientific journals, books, master's theses, and websites related to the role of strategic ambiguity on the mental image of the customer by following the scientific method, and searching for how to deal with customers using strategic ambiguity, Practical importance: The practical importance is represented in designing a questionnaire that includes the research variables and their elements, so that it will be distributed to sampling units of workers in the insurance company to test hypotheses and reach results .This research will adopt the descriptive analytical approach, which includes using the field work method in the National Insurance Company and collecting data via a questionnaire. The research includes independent and dependent variables, and therefore the importance of the research lies in testing these hypotheses.

1.3. Research objectives: Objectives can be defined as follows:

- Testing the level of strategic ambiguity in the National Insurance Company.
- Testing the mental image level in the National Insurance Company.
- Testing the correlation between the two variables in the National Insurance Company.
- Testing the relationship of influence between the two variables in the National Insurance Company
- Providing some suggestions that could help the insurance company's management improve its current situation.

1.4. Research hypothesis

- The first main hypothesis (there is a significant correlation between strategic ambiguity and the customer's mental image) and the following sub-hypotheses branch out from it:
 - (There is a significant correlation between the ambiguity of the goal and the customer's mental image).
 - (There is a significant correlation between the ambiguity of technology and the customer's mental image).
 - (There is a significant correlation between the ambiguity of authority and the customer's mental image).

B. The second main hypothesis

There is a significant influence relationship for strategic ambiguity on the customer's mental image:

- (There is a significant influence correlation between goal ambiguity on the customer's mental image).
- (There is a significant effect of the ambiguity of technology on the customer's mental image).
- (There is a significant correlation of influence to the ambiguity of authority on the customer's mental image).

1.5. Model of research

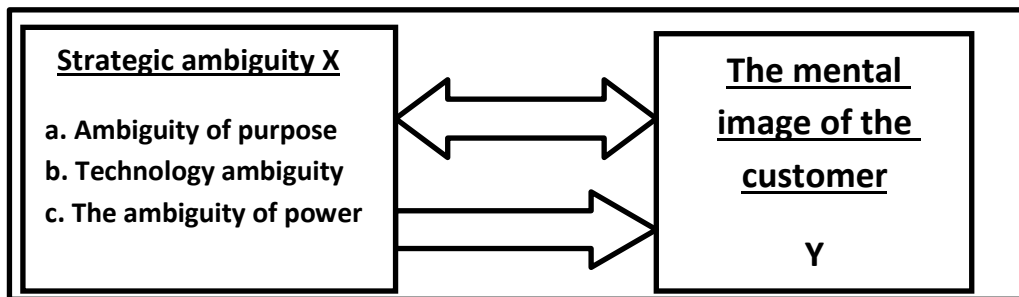


Figure (1) Model of research

1.6 . Research methodology and statistical research tools

The descriptive analytical approach was used, and the following statistical research tools were employed: mean, standard deviation, coefficient of variation, correlation coefficient, and simple linear regression. We relied on the research of (Zhangaand Han ,2013) in constructing a measure of the strategic ambiguity variable, and the research of (Mohsen and Eand, 2019) in building a measure of the mental image variable.

1.7. Research population and sample

The research population represented the National Insurance Company, the company's headquarters, and the sample consisted of 156 managers, divisional officials, and experienced employees. The method of determining the sample size was chosen by using the equation based on the number of paragraphs of the research variables: if indicated (Al-Madaw, 2020: 53), as follows:

Sample size = number of items for total variables x average number of items for dimensions x 75%

Sample size = 23 x 4.5 x 25% = 77,625 Customers

The reason for choosing the percentage (75%) is that the company is one of the communities with a moderate to good response. 100 questionnaires were distributed, 89 questionnaires were retrieved, and the questionnaires suitable for statistical analysis amounted to 85 questionnaires.

2.Theoretical framework

2.1 The concept of strategic ambiguity

Interest in the concept of strategic ambiguity appeared in the mid-eighties (Goodall et al.,2006:9), As both ((March and Olsen) emphasized its appearance in organizational studies, (Eisenberg Luca Simene,2013:701) also referred to it, and that was in 1984, when he developed the concept of strategic ambiguity(Leitch and Davenport,2007:6), It was also used for the first time in the organizational communications literature (Scandellius, 2013: 80), as the concept of ambiguity refers to understanding in two or more directions (Best, 2008 :356), Strategic ambiguity is a means of restricting or controlling stakeholders (Davenport and Leitch, 2005: 160, 7). It can also be considered a way to deal with multiple goals, and the priorities that Customers set for these goals may be variable (Eisenberg, 2015: 235). Strategic ambiguity is used purposefully to achieve goals (Davenport and Leitch, 2005:1606). It is a positive approach to empowerment and harmony amid diversity and stimulating creativity in organizations (Al-Abadiand Al-Hadrawi, 2022: 132), (Goodall et al) explained as a medium-term theory adapted to the purposes of improving communication, enhancing diplomatic goals, and building flexible organizations in light of environmental changes and conditions of uncertainty (Goodall et al.,2006:8). It is almost defined as a strategy for maintaining the status quo and preserving privileged positions (Eisenberg, 2015: 234). Or it is a strategy to suspend necessities or rational pause towards integrity that helps the organization discover alternative ideas (Luca Simeone, 2013:701), (Grzegorzewski, 2022: 59) referred to it as the effective management of perceptions in international relations to influence its policy and the certain uncertainty of the dual deterrence policy pursued by the United States in parallel with both China and Taiwan, It is a continuum from the most obvious to the most ambiguous (Eisenberg, 2015:236), (Paul) is defined as the use of "structured ambiguity" in organizations to achieve goals as a valuable communication strategy in organizations that require ethical consideration in their work (Paul, 1995:2) and agreed with (Scandellius, 2013:80), and is also widely applied management practices (702: Luca Simeone, 2013). It is one of the ways in which managers obtain personal protection to maintain formal or informal order in the company (235: Eisenberg, 2015).

2.2 Strategic ambiguity between pros and cons

Ambiguity at work leads to many conflicts, which obstructs strategic work and affects productivity. This occurs in cases where ambiguity is used purposefully to achieve certain goals (Tunby, 2019:7). Strategic ambiguity stems from the tension that the organization faces when achieving the goal requires creative participation between the organization and its stakeholders. Here, strategic ambiguity is more appropriate, especially when problems in the organization continue to worsen due to reliance on resources (Eisenberg, 2015: 231). Strategic ambiguity enhances the multiplicity of opinions and viewpoints in the organization. This use of ambiguity is commonly found in organizational tasks, goals, and plans, as it facilitates change processes through multiple interpretations of organizational goals and central metaphors in personal relationships and develops relationships between members of the organization (Scandellius, 2013: 80). In addition to its active role in crisis management and communication with external stakeholders, especially when the crisis is unclear, and helps to gain the same time and study plans early, it is an important administrative tool used within work contexts that contributes to protecting the organization and those in charge and achieves creativity through the retention of ideas and the success of change processes (MalmqvistandMalmberg, 2013: 50 ,82).

2.3Dimensions of strategic ambiguity

The researchers dealt with the dimensions of strategic ambiguity and its impact on the organization in terms of creativity and crisis management, as mentioned by (Zhangaand Han, 2013: 195), (Jarzabkowski et al.,2010: 1), (Al-Abadiand Al-Hadrawi, 133:2022) that strategic ambiguity consists of three dimensions, namely the ambiguity of the goal, ambiguity of technology and the ambiguity of authority:

2.3.1 Ambiguity of the goal

Organizational purpose ambiguity refers to “the extent to which the organization's goals are unclear and not communicated to employees” (Andrews and Mostafa, 2019:4), Which led to its emergence by the multiplicity of interests and thus the ambiguity of the goals set by multiple components to achieve a specific goal with the multiplicity of goals and the generation of multiple options for stakeholders (Jarzabkowski et al.,2010:1), The first to propose an objective measure for goal ambiguity it can be measured through the cognitive and objective approach, as cognitive studies have indicated that goal

ambiguity is determined by senior leadership and varies according to the size and age of the organization. The older and larger the less ambiguous the directive goals, and vice versa. In addition to its impact on the results, decisions, and rules associated with the organization, with the emergence of an inverse relationship between performance and ambiguity of goals, organizational performance improves when the goal is clear, and public organizations deliberately ambiguity of their goals on the pretext that clear and declared goals may lead to adverse results for achieving their goals (Bottia and Monda, 2019: 138). Another effect caused by the ambiguity of goals for public organizations is its negative impact on overall performance, and it can be a main recipe for improvement if it is reduced, as it is considered one of the main reasons for the failure of public policies and creates a problem in providing collective work (JUNG, 2009:6,2). It imposes additional tasks on employees when it is not easy to understand organizational goals, with diminishing self-efficacy and self-regulation for them, with a decrease in the level of job satisfaction and motivation as well (Andrews and Mostafa, 2019: 5, 6).

2.3.2 The ambiguity of technology

refers to the ambiguity of the relationship between goals and means, the achievement of which is unclear and which arises from indirect control over resources (Jarzembowski et al., 2010: 2), and technological uncertainty refers to the instability with complexity and unpredictability of technology-related development in The future (Gelderman et al., 2016:2), While the use of technological means helped reduce the time and effort required to perform tasks, it was found that the greatest source of consumer dissatisfaction is the failure of technology to work (Johnson, et al., 2008:223), All companies in all parts of the world feel challenged by environmental uncertainty, the lack of certainty, and how to exploit modern technologies for manufacturing. Therefore, they strive to achieve stability and efficiency, which requires exploring new technologies and avoiding market obsolescence (Xiao et al., 2019: 697). Technological uncertainty is due to the lack of required knowledge about technological progress, and this makes it difficult for companies to make accurate predictions. One of the most challenging challenges that organizations face is environmental ambiguity with technology, which calls for attention to knowledge and the provision of it as an appropriate treatment to keep pace with technological progress and situations of environmental ambiguity (Hamdi, 2015: 377)

2.3.3 The ambiguity of authority

Authority is a form of force through which the joint efforts of Customers are united in order to cooperate to achieve the goal (Legge, 1975:52), As for the ambiguity of authority, it refers to "the diffuse authority held by the various components, which enables them to pursue their work and find partial solutions that serve their own interests without any consideration of the higher authority" (Jarzabkowski et al., 2010: 2), Ambiguity facilitates the work of making organizational change by enabling the transformation of organizational changes into goals. It challenges traditional assumptions that ambiguous authority is inherently ineffective by emphasizing that leaders can exercise a great deal of inconsistent authority under the cloak of ambiguity (Empson, 2018:3). It is the widespread power held by the various components that enables them to pursue at least partial solutions for their own interests without regard to hierarchical authority, and thus eliminating ambiguity through administration is not an option (Al-Abadi and Al-Hadrawi, 2022: 133), It contributes to protecting forces from detailed scrutiny and managing the status and circumstances in which the resources needed for other organizations are subject to their control.

2.4 The concept of mental image

Researchers began to develop a special concept of the mental image, as (Malika) explained that it is "a group of mental and emotional evocations that an Customer or group of Customers associates with an institution or product (Malika, 2022: 331), Mental images play an important role in directing our feelings, thinking, and even our behavior (Keysar, Hayakawa: 8: 2018), As (Al-Ghafoor) explained it as "the general impression that customers create in their minds about the organization" (Al-Ghafoor, 2021:380). Mental imagery is frequently defined as "imagining through feeling, hearing through the head, and visualizing or seeing through the mind's eye." In addition, he described it as "a conscious experience that occurs in the absence of sensory input and is similar to a sensory experience." Alternatively put, it is "the creative process by which the brain reconstructs the mechanical geometry of the object in the lack of sensory input," as well as "the experiences and representations that go along with sensory data without the need for a direct external stimulus." (Hmood and Jahel, 2021: 290), and

"Practical knowledge in which sensory information is represented in working memory" (Liu et al.,2019:10). It is also referred to as "perception or vision in the mind's eye" or "the process of obtaining sensory information that is represented in working memory," the impact of which is reflected in decision-making and decision-making, which is the cornerstone of success and sustainability for organizations as it is the guide to the Customer's feeling and thinking and the real engine for attracting customers. And achieving the element of competition, because it includes all visual and auditory sensory modalities, written and visual things, which makes them more stimulating to build a mental image for the consumer (Gavilan, 2021: 127). While (Salarzahi et al) explained it as "the awareness of the emotional and non-emotional characteristics that describe the brand" or "the set of beliefs, ideas and influences that a person has about a topic" Salarzahi et al.,2015:11). (Ammar et al) agree with both (Hmood and Jahel, 2021: 290), that mental imagery is "perceptual experiences in the absence of sensory input," and is also "the basic component of the "future mind" and "a functional network that allows us to predict and plan for the future, which is reflected in Its impact on attracting customers, better dealing with the work environment, and rapid development in it with clarity of vision (Ammar et al.,2021: 253), Most organizations seek to improve the mental image in the minds of their customers, as it is the important and effective element in any institution. Decisions are made in the institution according to his desires to achieve his satisfaction and then gain and retain him to achieve success and continuity (Abdelghani, et al.,2022:3), (Zhou and Li, 2020:3), While (Heller et al) referred to it as "the ability to imagine and generate mental images that reflect products and experiences," and it is considered "an internal representation of an event or scene," it may be defined as "the process through which visual information is represented in working memory." (Heller et al., 2019:79). Both Zhou, and Li defined it as "a cognitive process in which cognitive information is expressed in working memory" (Zhou, and Li, 2020:3). Which is considered as "a guide that helps a person understand, realize and interpret the things he is exposed to." It is also considered as "the ideas, feelings, and beliefs that form in the minds of Customers about different organizations." This image is formed through direct or indirect experiences, which represent the true reality of what they hold. People are in their minds about things (Attiya, 2020:232). It is "a mental event that involves the perception of a concept or relationship," and it can be considered "a means of processing information or a set of beliefs, ideas, and impressions that a person has for a specific purpose." It is also considered a "means of processing information" (Mohsen and Eand, 2019: 52). Which is reflected in activating the marketing channel that most influences the customer to interact more actively and create a positive impression of attitudes and purchase intentions (Stillman et al.,2020: 995).

2.4.1Types of mental images

The mental image includes many types, if (Amina: 2015), (Baida: 2016), (Hajar: 2017), and (Hamoud and Jahl: 2021) agree on the following types:

- a) **Mirror image:** This is the image through which the institution sees itself
- b) **The current image:** This is the way others see the institution
- c) **The desired image:** which is what the organization wants to have for itself in the minds of customers
- d) **The ideal image:** This is an image that can be achieved if we take into account the competition of other institutions and their efforts to influence customers, and therefore it can affect the mental image.
- e) **Multiple image:** This occurs when Customers representing different entities are exposed to the institution, each of them giving a different impression of it, it is natural that this multiplicity does not last long, as it either turns into a positive or negative image, or the two sides combine into a unified image, shaded by positive and negative elements, depending on the intensity of the influence of each of them on these Customers. Negative impressions create a bad image, positive impressions create a good image, and neutral impressions create an image Multiple.

(Alrahimi: 2015), (Ali: 2019), (Ammar et al.,2021) and (Abdelghani et al., 9:2022) agreed that the types of mental images are as follows:

- a) **Self-mental image:** It is the feeling of self-organization and self-esteem through the employees of **company** and their dealings with each other and with external audiences. Therefore, building a successful mental image requires the company to first begin by identifying what can be changed in its self-image, the change in the perceived image falls on the responsibility of the Customers working in **company**. The communication that takes place between them and customers either strengthens or

weakens their mental image, it is also the image through which members of company believe that others view their organization based on some indicators, including the culture, values, and mission of the economic unit.

b) The desired or (planned) mental image: This means how the economic unit wants to appear to others. It is also the image that the organization wants to have in the minds of its audience or customers, which are often new impressions that are unknown to customers and that the organization seeks to show.

c) Perceived mental image: It is Customers' perceptions and impressions of the organization and its products, which reflect their behaviour and decisions. Therefore, actions are the result of perceptions that may not be correct at times.

Studies indicate that the self-image is what employees think, what they feel, and what attracts them to that particular organization, and that the expected image is what the organization does, and the perceived image is what others (the customer) think and what affects his behaviour toward this organization. The mental image is formed based on the perceptions of employees and customers. Concerning the organization and its ability to achieve excellence, which makes this image affect their reactions to its work, products, and services, it is therefore required to manage its mental image in order to be able to make it positive or even ideal, which would achieve an advantage over its competitors, outperform them, and attract customers and qualified workers.

2.5. Dimensions of the mental image

The researchers discussed the dimensions of the mental image, which they referred to as the cognitive, emotional, and behavioural dimensions, which influence the construction of the mental image through the acquired knowledge that is formed during the current situation or the decision to be taken, As well as the emotions and feelings that control the construction of the mental image and which tend the Customer to move toward the negative or the positive by making decisions based on the emotional dimension, While the behavioural dimension is subordinate to the cognitive and emotional dimension, which translates into a number of behaviours that are determined by the situation and lead to carrying out a specific activity to achieve the goals that must be reached.

2.5.1 The cognitive dimension

Refers to information and data, which is the basic building block upon which the mental image formed in the Customer's imagination is built. The more accurate the information we obtain is the more it affects the accuracy of the mental image formed about the thing and thus is reflected in various decisions at work. The cognitive dimension is created when Customers obtain information about a specific situation and thus beliefs are formed, which is an evaluation of the situation that forms the Customer's opinion about the goal and also refers to the Customer thoughts and beliefs he has about the situations (Salam, Chowdhury, 2015: 105, 108). (Chiu) pointed out that the concept of the cognitive component is "what we know about something," while action is "what we feel," and behavior (or action) is "how likely we are to act based on our knowledge and feelings." This means that the situation is formed by what we think and feel. and what we plan to do about the stimulus or thing (Chiu, 2002:265). While (Santillan, et al.,2012: 8), went on to describe it as "the mental process of perception, concepts, and beliefs about a situation The cognitive component relates to perception about a person's attitude toward a specific thing, such as beliefs and ideas about technology, and the cognitive components of attitudes partly determine behavioural intention, which is the direct motivational factor for the behavior itself, and thus behavioral intention is viewed as a direct result of attitudes (Svenningsson et al.,2021, 3).

2.5.2 The affective dimension

Represented by a group of emotions, emotions, and feelings that consist of the current event or topic, which meets with the cognitive dimension to form the mental image of things and situations, which may be the tendency of the emotions toward positivity or negativity, by creating emotional reactions in Customers.

Emotion means inclination, pity, tenderness, tenderness, and psychological readiness that leads its owner to feel special emotional emotions and perform a certain behavior towards a person, group, or a specific idea. An emotional person is one who relies on emotion instead of reason in his actions or thoughts. Emotional intelligence in personality is considered a combination of traits, competencies, and abilities. A cognitive ability that helps in processing, evaluating and expressing information (Kiouach and Zarhbouch, 2021, 296). Within the context of the collection of mental images that people create, the

emotional dimension refers to a person's inclination—whether good or negative—toward a subject, problem, or other company. Together with the cognitive side, the emotional side develops. As time goes on, knowledge and information fade away, leaving the emotional side intact to reflect people's feelings toward various subjects, problems, and people. (Hamood and Jahelm, 2021: 292). Both (Halima and Loubna) point out that it is a group of feelings, emotions, and emotions that, if combined, form an integral part of the Customer's personality and control him and his inclinations in a clear way (Halima and Loubna, 2019: 212). (Ammar et al., and others) confirm that the emotional dimension relates to attitudes, feelings, and emotions about a specific topic, according to joy, sadness, and anger (Ammar, S, et al., 2021: 253).

2.5.3 Behavioral dimension

The Customer's behavior is reflected according to the mental image that he has in various life affairs, as it becomes the involuntary guide to his behavior due to that image in the subconscious mind. (Abdel Ghafour) points out that behavior is “a set of internal and external actions that an Customer performs while carrying out a daily activity in order to satisfy his needs and desires” While the behavioral dimension is defined as “a set of responses and reactions that an Customer takes towards a specific thing and which he believes to be correct and is considered the most influential on the cognitive dimension in building the Customer's personality” (Abdul Ghafour, 2021: 380). It is “the interaction with the perceiver and the way of expressing it positively or negatively, practically, verbally, or even mentally, which is determined by the extent of assimilation of the information until it becomes a base that includes the Customer's semantic framework, needs, values, beliefs, and expectations that affect the information the Customer receives” This rule is dynamic because any new information or message is interpreted in one of the following ways: it either destroys the current perception, adds new information to the current perception, or results in a complete rebuilding of the perception (Ali, 2019: 139). (AL-Rhaimi) explained that it is “the behavioral element, which is the actions that reflect the Customer's tendencies in the various affairs of his life to satisfy his needs and desires” (AL-Rhaimi, 2015: 78), The Customer's behavior represents the nature of the mental image of the problem that he has in various life affairs, and the importance of the mental image in one of its dimensions is due to the fact that it enables prediction of the Customer's behavior. Customers' behaviors are supposed to reflect their attitudes in life (Hmood and Jahel, 2021: 292), The Customer's behavior reflects the nature of the mental image of the problem he has in the various affairs of life. The importance of the mental image in one of its dimensions is due to the fact that it enables prediction of the Customer's behavior. Customers' behaviors are logically assumed to reflect their attitudes in life (Mohieddin and Mahmoud, 2017: 324, 325).

3. Results and discussion

Presentation and analysis of questionnaire results

3.1 Presenting the results of the sample members' responses to the strategic ambiguity variable

The paragraph reviewed the levels of strategic ambiguity, and Table (1) shows a general mean (3.652), which is a good value for the strategic ambiguity variable, with little dispersion in the answers, The standard deviation and coefficient of variation reached (.379) and (37.10%), respectively. This result indicates that most of the sample members agreed on the existence of strategic ambiguity. It was measured by three main dimensions, and the results will be presented as follows:

a. Results of the Goal Ambiguity Index: The goal ambiguity index dimension's mean (3.687), which is a good number, is shown in Table 1. Given that the standard deviation and coefficient of variation were both larger than the standard mean (0.406 and 11.01%), there is minimal dispersion. Paragraph No. (3) had the highest mean among the items, coming in at (3.388) (ambiguity of purpose present in tasks, goals, and plans.) Furthermore, there was only a moderate level of consistency in the responses, as seen by the standard deviation and coefficient of variation reaching (0.921) and (27.24%), respectively, in Paragraph (2) (The goal's ambiguity encourages different interpretations while fostering agreement). obtained the lowest mean, coming in at (3.705), and the answers had a modest level of consistency. standard deviation and coefficient of variation reached (.789) and (21.56%) respectively.

b. Results of the Technology Ambiguity Index The Technology Ambiguity Index dimension has a decent mean of 3.614, as shown in Table 1. It has minimal dispersion and is greater than the average mean. The coefficient of variation was 16.01 percent and the standard deviation was .578 percent, respectively. Paragraph 6 (The ambiguity of technology allows the corporation to provide varied and

often contradictory electronic communications and turn them into distinctive messages for clients) had the highest mean of all the paragraphs, coming in at 3.387. The standard deviation and coefficient of variation reached (.843) and (24.94%), respectively, with reasonable consistency in the replies. Paragraph (8) (The company works to arouse the customer's attention and attract him to its products by putting up mysterious advertisements on social networking sites). The lowest mean was achieved, reaching (3.573), with moderate consistency in the answers, as the standard deviation and coefficient of variation reached (.863) and (%) 24.17) respectively.

c. Results of the Authority Ambiguity Index: The Authority Ambiguity Index dimension's mean (3.668), which is a good number, is shown in Table 1. Given that the standard deviation and coefficient of variation are (0.584) and (15.95%), respectively, it is more than the standard mean and has low dispersion. Paragraph No. (11) had the highest mean of all the elements, coming in at (3.592). (The benefit of the ambiguity of power stems from the tension that organizations face between their desire to control customers and their need for positive cooperation with the same customers in order to achieve their desires.) And with moderate harmony in the answers. The standard deviation and coefficient of variation reached (0.827) and (23.03%), respectively. Paragraph (12) (The ambiguity of power of the organization is achieved through managing the status and circumstances in which the resources necessary for other organizations are subject to control.) achieved the lowest mean, reaching (3.481), with moderate harmony with the answers, as the standard deviation and coefficient of variation reached (.780) and (%) 22.41) respectively. Table (1) Descriptive statistics for the strategic ambiguity variable

N	Paragraphs	mean	standard deviation	Coefficient of variation
Ambiguity of purpose		3.687	.406	١١.١١
1	The ambiguity of the goal helps the company's management in setting goals Strategy and the language often used to describe them Objectives.	3.791	.843	22.24
2	Objective ambiguity supports multiple viewpoints and enhance of agreement without limiting specific interpretations.	3.705	.798	21.56
3	Ambiguity of purpose exists in tasks and goals And plans	3.388	.921	27.24
4	The ambiguity of purpose allows disparate interpretations to coexist and enabling diverse groups to work together	3.880	.894	23.04
Technology ambiguity		3.614	.578	١٦.٠١
5	The company includes self-presentation strategies in external technology communication in an attempt to control perceptions within their field	3.792	.839	22.13
6	The ambiguity of technology allows the company to communicate messages Different and sometimes contradictory electronic messages and converting them into messages Distinctive for customers.	3.387	.843	24.94
7	Technology ambiguity is most appropriate when required Achieving the goal is a creative technological sharing between the company And customers.	3.708	.827	22.35
8	The company works to arouse the customer's attention and attract him to Its products through mysterious advertisements social media sites.	3.573	.863	24.17

	The ambiguity of power	3.668	.584	٩٥.١٥
9	The ambiguity of power preserves privileged positions through protection Stronger than careful scrutiny.	3.835	.858	22.40
10	Power ambiguity facilitates organizational change through empowerment Transforming organizational changes into goals.	3.744	.837	22.37
11	The benefit of the ambiguity of power stems from the tension you experience Organizations between their desire to control customers and their needs to positive cooperation with the same customers in order to achieve Their desires.	3.592	.827	23.03
12	The power ambiguity of an organization is achieved through status management and the conditions under which resources are needed for organizations Others are subject to control.	3.481	.780	22.41
	Total strategic ambiguity variable	٣,٦٥٢	.379	٣٧.١٠

3.2 Presenting the results of the sample members' responses to the mental image variable

There is little variance in the responses, as indicated by the general mean (3.519) in Table (2), which is greater than the standard mean. The standard deviation and coefficient of variation reached (0.673) and (19.17%), respectively. This finding suggests that customers have a positive mental image overall. The responses varied from the highest percentage (achieved by paragraph 17) to the highest mean (3.946), indicating that the company had an influence on the customer's taste. There was also moderate harmony in the responses, as the standard deviation and coefficient of variation were (21.21%) and (0.836), respectively, for paragraph 22 (The company's services are based on a standard for judging comparison with other companies' services.) achieved the lowest mean, reaching (3.186), with moderate consistency with the answers, as the standard deviation and coefficient of variation reached (.814) and (25.59%), respectively. **Table (2) Descriptive statistics for the mental image variable**

N	Paragraphs	mean	standar d deviati on	Coefficient of variation
1	Employees are committed to giving a positive image of the company	3.531	.884	%25.04
2	The company is committed to accuracy in providing service.	3.685	.748	%20.32
3	The company takes the initiative in continuous follow-up with the customer	3.434	.790	%23.03
4	The company has high innovative capabilities in developing its products Its services are constantly being developed	3.845	.848	%22.08
5	The company had an impact on shaping customer taste	3.946	.836	%21.21
6	The company is distinguished by its credibility.	3.268	.783	%24.01
7	The company's strategy had an impact in satisfying needs and customers' desires	3.463	.774	%22.36
8	I usually advise customers to deal with this company.	3.586	.746	%20.83
9	The company is interested in improving its image in front of customers	3.252	.803	%24.70

10	The company's services are a criterion for judging comparison with other services Other companies.	3.186	.814	%25.59
11	The company seeks to be a leader in providing its services	3.488	.784	%22.52
The total mental image		3.519	.673	%١٩,١٧

4. Testing research hypotheses

4.1 Testing the first main hypothesis

The first major hypothesis states that " there is a significant correlation between strategic ambiguity and the customer's mental image." According to the findings, there was a 694.** association between the mental image and the total strategic ambiguity. This demonstrates that there is a considerable relationship between the strategic ambiguity and the mental image both at the whole and subscale levels. This entails agreeing with the first major hypothesis, which there is a significant correlation between strategic ambiguity and the customer's mental image" As shown in Table (3) below: Table (3) Values of correlation coefficients between strategic ambiguity and mental image

Mental image		The total mental image	Moral relations	
Strategic ambiguity			number	Materiality
Objective ambiguity		**. 468	١	%١٠٠
Technology ambiguity		**. 479	١	%١٠٠
Power Ambiguity		**. 684	١	%١٠٠
Total Strategic Ambiguity		**. 694	١	%١٠٠
Moral relations	number	٤	٤	٤
	Materiality%	% 100	٤	%١٠٠

*Significance level (0.05), **Significance level (٠,٠١)

Table (3) also shows a test of the correlation between the ambiguity of the target and the total mental image (468.**). This means accepting the first sub-hypothesis, which states, "There is a significant correlation between the ambiguity of the goal and the customer's mental image". And testing the correlation between the ambiguity of technology and the total mental image (479.**). This means accepting the second sub-hypothesis, which states, "There is a significant correlation between the ambiguity of technology and the customer's mental image". And testing the correlation between the ambiguity of power and the total mental image (684.**). This means accepting the third sub-hypothesis, which states: "There is a significant correlation between the ambiguity of authority and the customer's mental image".

4.2 Testing the second main hypothesis

," according to the second primary hypothesis there is a significant influence relationship for strategic ambiguity on the customer's mental image. A straightforward linear regression research model, as indicated in Table (4) and its sub-dimensions, was used to determine whether the hypothesis was valid or not. The model of the overall impact of strategic ambiguity on the mental image was significant in terms of the calculated (F) value (71.578), which is higher than the tabulated (F) value. The value of 7.56 falls below the significance threshold of 0.01, and the value of the coefficient of determination was (R2) (.33) This means that the total strategic ambiguity explains 33% of the mental image, and the value of the influence factor (B) reached (0.473), meaning that a change of one unit of the total strategic ambiguity causes a change in (47.3%) of the mental image, and this result provides sufficient support for acceptance. The second main hypothesis "there is a significant influence relationship for strategic ambiguity on the customer's mental image". Thus, the regression model is as follows: Mental image = 1.578 + 0.473 (total strategic ambiguity) Table (4) Results of the effect of strategic ambiguity on mental image

Variables and dimensions	Mental image					
	α	B	F calculate d	R ² Adjust ed	impac t	Accept or reject the

							hypothesis
Strategic ambiguity	Ambiguity of purpose	1.467	.378	36.245	%٢٤	moral	acceptance
	Technology ambiguity	1.468	.342	31.685	%٢٢	moral	acceptance
	Power Ambiguity	1.386	.401	٥٥,٣٦٨	%٢٩	moral	acceptance
Total strategic ambiguity		1.578	.473	71.578	%٣٣	moral	acceptance

*The tabular F value is at a significance level (0.05) = 17.4, **The tabular F value is at a significance level (0.01) = 7.56

The estimated (F) value (36.245) of the target ambiguity effect on the mental image was larger than the tabulated (F) value of (7.56) below the significance level (0.01), indicating that the model was significant. The coefficient of determination was (R²) (24.) This indicates that 24% of the mental image can be explained by the goal's ambiguity, and that the influence factor (B) attained (0.378) indicates that a change of one unit in the goal's ambiguity results in a change of 37.8% of the mental image. This finding offers enough evidence to support the first sub-hypothesis." There is a significant influence correlation between goal ambiguity on the customer's mental image: Mental image = 1.467 + 0.378 (ambiguity of the goal) According to the computed (F) value (31.685), which is greater than the tabulated (F) value of (7.56) below the significance threshold (0.01), the model of the influence of technology ambiguity on the mental image was significant. The value of the coefficient of determination was (R²) (22.) Accordingly, technology's ambiguity accounts for 22% of the mental image, and the influence factor (B) reached (0.342), indicating that a change in one unit of technology's ambiguity results in a change in 34.2% of the mental image. The second sub-hypothesis is sufficiently supported by this result to be accepted. There is a significant effect of the ambiguity of technology on the customer's mental image." Thus, the regression model is as follows: Mental image = 1.468 + 0.342 (ambiguity of technology) According to the computed (F) value (55.368), which is greater than the tabulated (F) value of (7.56) below the significance level (0.01), the model of the influence of the ambiguity of authority on the mental image was significant. The coefficient of determination was (R²) (29.) This indicates that 29% of the mental image is explained by the ambiguity of authority, and the influence factor (B) value reached (0.401), indicating that a change in one unit of ambiguity results in a change in 40.1% of the mental image. The final sub-hypothesis, " There is a significant correlation of influence to the ambiguity of authority on the customer's mental image," is sufficiently supported by this finding". Thus, the regression model is as follows: Mental image = 1.386 + 0.401 (ambiguity of authority)

5. Conclusions and recommendations

It has been found that the National Insurance Company is concerned at the present time with strategic ambiguity to inform the public represented by customers about the insurance services it provides, and does not clarify its objectives frankly. The company employs technology to deliver messages to the target audience and uses ambiguity as a means to attract customers' attention towards its provided services and arouse their curiosity and lack of their sense of the company's desire to control customers. The mental standing of the company occupies a good position. This is thanks to the image formed by the company in the customer's mind. It was found that strategic ambiguity is closely related to the mental standing of the customer. It was concluded that the National Insurance Company's use of strategic ambiguity contributes to building the customer's mental image. The research recommended the need for the management of the National Insurance Company to adopt new ideas, methods and strategies that help it achieve a positive image towards the company by employing strategic ambiguity as a means of attracting customers' attention and arousing their curiosity and employing technology in a way that helps it deliver information about its insurance services to customers through social media to target A wide segment of customers, and to use different leadership methods according to the circumstances to achieve the desired impact on customers, and the necessity of investing in the impact that strategic ambiguity has on building the customer's mentality to achieve other positive results.

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