

## Investigating the causal relationship between emotional regulation and decision-making styles with mediating role of self-reflection and insight

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### Introduction

Today, in many occupational environments such as nuclear, military and chemical industries, a human error can lead to a catastrophic event. In recent years, focusing on human error in industrial incidents has shown that decision making has been identified as one of the factors involved in accidents (Diehl, 1991; Jensen, 1997).

In this regard, research has shown that cognitive styles significantly affect individuals' behaviors, and these styles play an important role in people's decision making (Indranil, 2008). Damasio (1995) thought that the influence of emotion on judgment and decision making depends on the individual characteristics, the characteristics of the assignments and the interactions between them. Fortunately, field-independent field-dependent cognitive styles are the most important characteristics of an individual.

The study of Grant, Franklin, and Langford (2002) has shown that self-reflection and insight have positive relationships with cognitive flexibility and self-regulation. On the other hand, adult decision-makers have a cognitive ability to work through complex and dynamic problems, but they often show cognitive bias and errors (Ramnarayan et al., 1997; Dörner, 1996). Research has shown that self-reflection is associated with a decrease in these biases and common mistakes (Locke & Latham, 2006; Güss et al.,

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2009; Osman, 2010). But the important thing is that there is less research on decision makers' styles of decision-making, of people with high-risk occupations in a crisis. The purpose of this study was to investigate the effect of cognitive emotion-regulation on decision-making styles, considering the role of self-reflection and insight as mediators.

### Methods and Material

The study was correlational and the population included all employees of Parsian Gas Refining Company (working there, in winter 2018). From this population 178 people were selected through stratified random sampling method. Research instruments consisted of Cognitive Emotion Regulation Questionnaire by Garnefski et al (2002), Self-Reflection and Insight Scale by Grant et al (2002) and Decision Making Styles Questionnaire by Scotte and Bruce (1995) .

### Results

Table 1.

The fitness indices of the proposed model

Index	$\chi^2$	df	$\chi^2/df$	IFI	TLI	CFI	NFI	RMSEA
The Proposed Model	42.75	23	1.86	0.96	0.93	0.95	0.91	0.07

Based on the analysis, the RMSEA was 0.07, which reflects the good fit of the model and suggests that the proposed model conforms with the observed data. Structural analysis showed that the two mediators of insight and self-reflection could play a role in mediating emotional regulation and effective decision making.

### Discussion

The results of this study showed that positive emotional regulation indirectly related to effective decision making style through the two components of self-reflection and insight. This finding is consistent with the findings of Grant et al. (2002) and Donovan et al. (2015), who argued that individuals who use the effective strategies of emotional cognitive regulation have high emotional awareness and, as the result, this helps them to be more self-reflected about their emotions and what leads to these emotions. On the other hand, Donovan et al. (2015) also showed that high self-reflection has a positive relationship with coherence in planning and decision making.

**Keywords:** emotional regulation, decision-making styles, self-reflection, insight