



The Investigation of The Relationship Between Emotion Management Skills and Decision-Making Styles with The Canonical Correlation Method

Research Article

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ABSTRACT

The purpose of this research is to examine the effect of emotional management skills on decision making styles. This research was attended by 300 students from various departments of Sakarya University. Participants' Personal Information Form, Emotional Management Skills and Decision Making Styles. The relationship between Emotion Management Skills and Decision Making Styles was investigated by canonical correlation method. According to the results of the study, the shared total correlation coefficient between the emotion management skills and decision-making styles is around 23%. A negative correlation was observed between the sub-dimensions of emotion management skills and decision-making styles and dependent decision making and avoidant decision-making styles, while a positive correlation was found between rational decision-making, instant decision making and intuitive decision-making styles.

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Introduction

Emotions have a very important and complex place in an individual's life. Every moment of the individual's life, happiness, sadness, fear, anger, hatred, trust, distrust, love and many other emotions can live together in a complex way. Until today, many researchers have concluded that it is very difficult to identify and understand emotions in their research on emotions (Goleman, 1999; Oatley & Jenkins, 1996; Solomon, 1993).

Emotion is the psychological and biological state and a series of movement tenders caused by internal reactions from the type of sadness or gratification caused by stimuli from the inner and outer environment

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(Kervancı, 2008; Goleman, 2007). There are common features of emotions that can be different types and arise in various ways. According to Konrad and Hendl (2003), the characteristics of emotions are as follows; the world of emotion is unpredictable, develops spontaneously and out of will, two emotions can be felt at the same time, emotions may not always be pleasant, emotions are reflected on the outside with gestures and gestures and are effective on desires, goals, and movements.

Emotion management in an individual sense is the ability of the individual to control his / her internal state and to reflect externally what is expected or desired to produce an appropriate thought (Hochschild, 1979). According to Goleman (2004), emotion management is not that individuals and managers suppress their feelings and emotions or being influenced by them in opinions, ideas and decision-making process, but that individuals achieve effective results by confronting emotions. In institutions, negative emotions occur more frequently than positive emotions and their effects last longer than positive emotions. Therefore, the management of emotions is important (Brief & Weiss, 2002; Frost, 2003; Harvey & Dasborough, 2006; Töremen & Çankaya, 2008).

Researchers pointed out some emotion management skills in managing emotions. According to Lewis (1993), the skills of theoretically managing emotions explained by the recognition of physiological reactions, the influence of emotions, verbal and behavioral expression of emotions and the process of dealing with emotions. In the same context, Goleman (2001) stated that the ability to manage emotions can cope with emotions by controlling the emotions and impulses that are taking control of the individual itself (self-control). Individual acts according to the criteria of truthfulness, honesty and moral value, taking responsibility for self-control, adapting to changes and being open and harmonious against new ideas.

Emotions have a significant impact on the decision-making processes of individuals (Klaczynski, Byrnes & Jacobs, 2001). According to Çolakkadioğlu (2012), the cognitive processes that we experience when deciding during the emergency are more severe than the cognitive processes we experience in during the normal situation. Why do we experience more severe cognitive processes when making decisions during an emergency? In this case, what the effect of emotion management is, according to the results of the study conducted by Fuqua, Newman, and Seaworth, (1998), in the literature review related to the questions, it was found that continuous anxiety variable developed negative relationship styles with negative decision styles and negative relationship styles with negative decision styles. According to the results of the literature, there is a correlation between emotion management and decision-making styles.

Decision-making style; in a decision-making process, an individual is referred to as the approach response to the phenomenon (Phillips, Paziienza & Ferrin, 1984). Individuals use a general decision-making style in the decision-making process (Scott & Bruce, 1995). There are five types of decision-making styles used by individuals: the intuitive decision making style, rational decision-making style, dependent decision-making style, instant decision-making style and avoidant decision-making style (Scott & Bruce, 1995). The Intuitive Decision Making Style is the decision-making style in which an individual can rely on intuition and emotions as a source. Rational Decision-Making Style is a decision-making style in which options are evaluated logically at the decision-making phase. Dependent Decision-Making Style is the decision-making style in which the individual takes the suggestions and directives of his / her social environment as a source when making decisions. Spontaneous-Instant Decision-Making Style is the decision-making style in which individuals are active in the decision-making phase of natural processes. Avoidant Decision-Making Style is the decision-making style in which the decision-making is evident that tendency to avoid responsibility.

Theoretical Bases and Importance of Research

Concerning the decision-making mechanism that has an important place in the lives of individuals, researchers have tried to clarify the concept of “decision-making” by conducting studies on the problem of decision-making and its processes. Decision making is the process by which an individual, community or group can choose between options to reach the most appropriate outcome after knowing the options (Chatoupi, 2007). Decision-making behavior makes oneself feel at every stage of their lives. The individual, one of the criteria of being healthy, has a strong relationship with the results of the decisions that have been given or given the degree of peace with the inner world (Çakır, 2004).

The decisions that individuals make about their lives are as important as the way decisions are made. Decision-making processes are an important psychological structure that illuminates the relationship between thought and activity (Kiener, 2006). The decision-making style is the habitual response pattern that is learned when faced with the individual's decision situation (Spicer & Smith, 2005). Scott and Bruce (1995), who again advocated a parallel view, described decision-making styles as a learned habit and stated that the determination of alternatives when making decisions and the dimensions of thinking and processing information during decision-making is key to the differences that may occur between styles. Based on the literature, emotion management skills are evaluated as a learned response pattern as well as in decision making (Hochschild, 1979; Demir, 2013). Therefore, decision-making styles and emotion management skills can be said to be learned patterns.

In the decision-making process, individuals use cognitive and emotional management techniques (Scott & Bruce, 1995). In the same context, in scientific studies, emotional management skills are taking risks with rational orientations to make decisions about any situation (Goleman, 2011). In this context, it has formed the idea that there can be a serious positive or negative relationship between emotional management skills and decision-making, and indirectly between decision-making styles. According to the literature review, the relationship between decision-making styles and emotion management skills is a very important literature gap.

The effective use of emotion management techniques used in the decision-making process is considered in the context of the process of intertwined natural relationships between emotion management skills and decision-making styles. It can be concluded that emotion management is a very important factor to minimize the mental tensions that may arise regarding the decision-making styles used and the consequences of the given decisions. As a result of the literature review, there is no study on the subject of the research and the canonical correlation method used was found. This study, aimed at clarifying the relationship between emotion management and decision-making styles that are of great importance to individuals' mental health, will contribute to the field literature on mental health and investigate is considered important in the context of contributing to data accumulation in terms of results.

Method

Study group

This research was conducted with a relational screening model in the descriptive type, which examined the relationship between emotion management skill and decision-making styles of university students with canonical correlation. In the selection of the population and sample, it has been noted that the sample size and the personal characteristics of the individuals who created the sample are generalizable. Because it is important to make sure that the number of samples constitutes 20% of the population in relational screening studies and that the personal variables of the individuals making the sample can be generalized (Arlı & Nazik, 2001). In addition, for the reliability of the results obtained from the canonical correlation analysis, it is expected that there will be 20 times more participants than the total number of variables in the study group

(Stevens, 2009). Some problems can be arisen because of not enough sample size. For example, as a result of samples is not 20 times the number of substances, the reliability of the estimations can not be ensured (Kline, 2005). Within the scope of the study, the data set of decision-making styles consists of a total of 5 variables: rational decision-making, intuitive decision making, instant decision-making, avoidant decision-making, and dependent decision-making and the emotion management skills data set consists of a total of 5 variables: verbal expression, showing emotions as they are, controlling negative bodily reactions, coping and anger management. Considering that the number of participants should be 20 times the number of variables in canonical correlation analysis (Stevens, 2009) and that the total number of participants is 235, the number of participants in terms of reliability of the research results can be said to be sufficient.

The sample of the study consists of 300 university students enrolled at Ağrı İbrahim Çeçen University. In the scope of the research, incomplete data sets and extreme values were not included in the analysis and analyzes were performed on a total of 235 data sets through the statistical package program.

Decision Making Styles Scale (DMSS): The decision making styles scale was developed by Scott and Bruce (1995) in order to measure individual differences in decision - making styles that used by individuals in approaching problems in their decision-making process, and the validity and reliability of the Turkish form was conducted by Taşdelen-Karkçay (2004). Decision making styles scale is a measurement tool that contains a total of five sub-dimensions: rational decision making (R.D), dependent decision making (D.D), avoidant decision making (A.D), instant decision making (I.D) and intuitive decision making (I.D.M) styles, and this scale is rated according to a likert-type 5 rating, in which the scale items are listed as “absolutely disagree” (1), “disagree” (2), “indecisive” (3), “agree” (4), “absolutely agree” (5). The validity and reliability study was conducted by Taşdelen (2001) within the scope of the adaptation study into Turkish. The internal consistency coefficients (Cronbach alpha) were calculated for the reliability study of the decision-making styles scale within the context of the reliability study. According to results of Cronbach alpha analysis, international consistency coefficients was found .74 for the 24-item scale. In addition, the sub-dimensions of the scale and the item total correlations of the total scale were examined. The first sub-dimension was found between .39 and .61, the second sub-dimension was found between .42 and .66, the third sub-dimension was found between .52 and .60, the fourth sub-dimension was found between .31 to .70, the fifth subdimension was found between .37 and .72 (Taşdelen-Karkçay, 2004).

Emotion Management Skills Scale (EMSS): It was developed by Çeçen (2006) in order to measure the skills of individuals to manage their emotions. Emotion Management Skills Scale consists of 28 items, 8 of which are positive and 20 of which are negative and 5 sub-dimensions; verbal expression of emotions (V.E) (7 items), showing emotions as they are (S.E) (6 items), controlling negative physical reactions (N.P) (4 items), coping (C)(4 items), anger management (A.M) (3 items). It is a likert 5 measuring instrument ranging from “not suited to me at all “(1) to” totally suited to me ” (5), and the highest score that can be taken from the scale is 140 and the lowest score is 28. When the scale is scored, the substances that have been expressed negatively are scored by reversing. High scores indicate that the individual is competent in their ability to manage their emotions. The Cronbach Alpha internal reliability coefficient of the Emotion Management Skills Scale was found .83. The sub-dimensions are calculated as .79, .67, .65, .64 and .62 respectively. For the validity study of the scale, item-total score correlations were examined and item-total score correlations of 28 items ranged from .30 to .65, and sub-dimensions of the scale explained 48% of the total variance.

Data Collection and Analysis

The scales were applied to the university students who voluntarily accepted to participate in the classrooms. The application of the scales took approximately 25-30 minutes. The data obtained from the research were analyzed with the package program. The correlation between the variables is analyzed by canonical correlation analysis. The canonical correlation analysis provides the possibility to control the Type I

error due to measurement processes and to determine the correlations between the data sets by a single analysis (Stangor, 2010). In this context, the assumptions of normality and linearity were met. In addition, there was no high correlation between the variables, and Tolerance, VIF and CI values were examined to make sure that there were no multiple connection problems. Tolerance value; It was found to be less than 0.10, VIF value was less than 0.10 and CI value was less than 30. Thus, according to Tabachnick and Fidell (2007) shows that there is no multiple connection problem. The data set was examined in terms of outliers, and 114 data with outlier values with Mahalanobis offset were excluded from the data set and the remaining 235 data were analyzed. Within the scope of the study, Shapiro-Wilk test was applied to test the assumption of normality which is the prerequisite of parametric tests and the results were between +1 and -1 which is acceptable (Büyüköztürk, 2014). Therefore, parametric tests were used in the analysis of the research data. In addition, the normality of the research data was examined with the scattering diagram matrix. As a result of the analysis, elliptical distributions are observed. These findings show that the research data meet the assumptions of univariate and multivariate normality and linearity (Çokluk, Şekercioğlu & Büyüköztürk, 2012). Multicollinearity problem was also evaluated by looking at the correlation coefficients between the variables. Multicollinearity problem occurs when the correlations between variables are high ($r > .90$ and above) (Çokluk et al., 2012).

Results

The purpose of this study was to investigate the relationship between verbal expression of emotion management skills data set consisting of sub-dimensions; emotions, showing emotions as they are, controlling negative physical reactions, coping, anger management and emotion management skills and decision making styles data set consisting of sub-dimensions; rational decision making, dependent decision making, avoidant decision making, instant decision making and intuitive decision making styles through canonical correlation analysis. The variable sets in the study consist of 5 variables. Therefore, the maximum number of variables generated is 5.

Table 1. Multivariate significance tests

The Name of The Test	Value	Approximate F	Hypothesis df	Error df	Significance Value of F
Pillais	.26779	2.72755	25.00	1205.00	.000
Hotellings	.29717	2.79815	25.00	1177.00	.000
Wilks	.75434	2.78131	25.00	881.92	.000

According to Table 1, the canonical model obtained from the study can be said to be statistically significant [Wilks's $\lambda = .75434$, $F(25, 881.92) = 2.78131$, $p < .001$]. In other words, it can be said that there is a significant relationship between emotion management skills and decision making styles.

Table 2. Canonical Function Values

Root Number	Eigen Value	Percentage	Cumulative Percentage	Canonical Correlation	Square of The Canonical Correlation
1	.14014	47.15750	47.15750	.35059	.12291
2	.10688	35.96674	83.12424	.31074	.09656
3	.04351	14.64027	97.76451	.20419	.04169
4	.00409	1.37595	99.14046	.06381	.00407
5	.00255	.85954	100.00000	.05048	.00255

According to Table 2, the canonical correlation value of the first canonical function is .35059. Accordingly, emotion management skills and decision making styles data sets share a variance of 12.291% in

the first canonical function. This value calculated for the second canonical function appears to be .31074. Accordingly, emotion management skills and decision making styles data sets share a variance of 0.97% in the second canonical function. The canonical correlation value calculated for the third canonical function is .20419. Accordingly, emotion management skills and decision making styles data sets share a variance of 0.42% in the third canonical function. In the fourth canonical function, the canonical correlation value is .06381. Accordingly, in the third canonical function, emotion management skills and decision making styles data sets share a variance of 0.04%. The canonical correlation value of the fifth canonical function is .05048. Accordingly, emotion management skills and decision-making styles data sets share a variance of 0.02% in the fifth canonical function.

Table 3. Dimension reduction analysis

Root Number	Wilks L.	F	Hypothesis df	Error df	Significance Value of F
1 TO 5	.75434	2.78131	25.00	881.92	.000
2 TO 5	.86005	2.30091	16.00	727.74	.003
3 TO 5	.95197	1.32066	9.00	581.81	.223
4 TO 5	.99339	.39856	4.00	480.00	.810
5 TO 5	.99745	.61559	1.00	241.00	.433

According to the findings in Table 3, the canonical model (function 1 to 5) consisting of the stacked values of the two canonical functions obtained as a result of the analysis is significant [Wilks's λ =.75434 F(25, 881.92)= 2.78131, p <.001]. For the second canonical function (function 2 to 5), it is seen that there is a significant relationship between emotion management skills and decision making styles data sets [Wilks's λ =.86005 F(16, 727.74)= 2.30091, p <.05]. For the third canonical function (function 3 to 5), there is no significant correlation between emotion management skills and decision making styles data sets [Wilks's λ =.95197 F(9, 581.81)= 1.32066, p >.05]. For the fourth canonical function (function 4 to 5), emotion management skills and decision making styles were not significantly correlated [Wilks's λ =.99339 F(4, 480.00)= .39856, p >.05]. For the fifth canonical function (function 5 to 5), there is no significant correlation between emotion management skills and decision-making styles data sets [Wilks's λ =.99745 F(1, 241.00)= .61559, p >.05]. According to the results of the canonical correlation analysis, the first canonical function and the second canonical function were found to be statistically significant; The third, fourth and fifth canonical function values were not statistically significant. Within the scope of this study, standardized coefficients and structural coefficients of the canonical function between Canonical variables emotion management skills data sub-dimensions (V.E), (S.E), (N.P), (C), (A.M) variables and decision-making styles data set sub-dimensions (R.D), (D.D), (A.D), (I.D) (I.D.M) variables, were studied to determine at what level their variables affect correlations between Canonical variables. The data obtained is given in Table.

Table 4. Set 1 and Set 2 Variables

	1.Canonical function	2.Canonical function	3.Canonical function	4.Canonical function	5.Canonical function	
Set 1 Variables	S.İ	-.61	-.29	.69	-.35	.37
	D.O	-.59	.50	-.45	-.51	-.36
	O.B	-.05	.33	.15	1.07	-.06
	B.Ç	.19	.40	-.43	.30	.83
	Ö.Y	.60	.52	.57	-.32	-.09
Set 2 Variables	R.K.	.15	1,00	.42	.16	.35
	B.K	.26	-.35	-.84	.29	.48
	K.K	-.27	-.03	-.20	-.99	.15
	A.K	-.70	-.17	.32	.40	.63
	S.K	-.38	.83	-.42	-.11	-.57

Rational decision making (R.D), dependent decision making (D.D), avoidant decision making (A.D), instant decision making (I.D) and intuitive decision making (I.D.M) styles, verbal expression of emotions (V.E), showing emotions as they are (S.E), controlling negative physical reactions (N.P), coping (C), anger management (A.M).

The distribution of Set 1 and Set 2 Correlation functions are given in the table above. The following figure shows the canonical correlations.

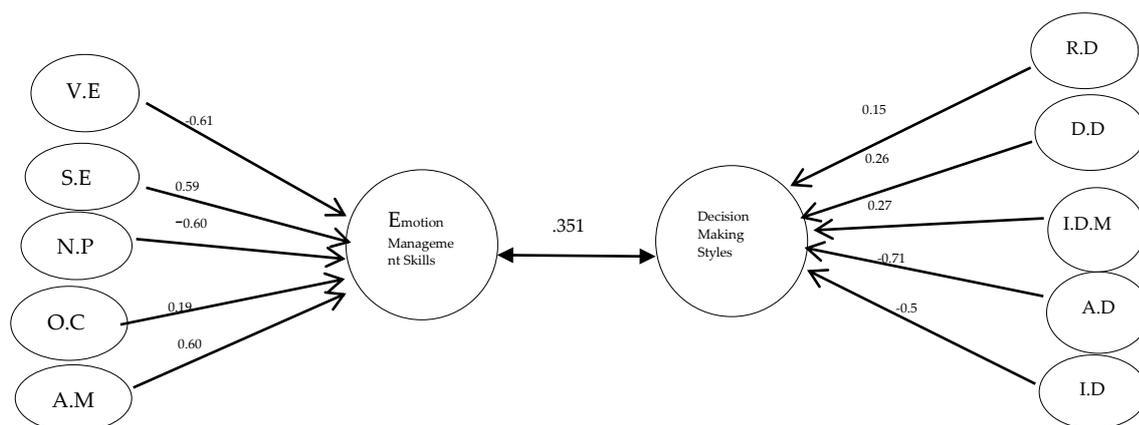


Figure 1. Canonical Correlation Value and Structural Coefficients of First Canonical Function between emotion management skills and decision-making styles.

Conclusion and Discussion

In this research, the relationship between emotion management skills and decision making styles was evaluated by using canonical correlation method.

The findings of the study, the relationship between emotion management skills and decision-making styles in the first canonical function, emotion management skills and decision-making styles data sets share a variance of 12.291%. This value calculated for the second canonical function as .31074. According to this, it is seen that emotion management skills and decision-making styles share a variance of 0.97% in the data sets second canonical function. When total variance values were collected, it was found that the variance value

shared between emotion management skills and decision-making styles was approximately 23%. More clearly, there is a 23% correlation between emotion management skills and decision-making styles.

Within the scope of the study, it is seen that there is a negative correlation between avoidant and dependent decision making styles and emotion management skills. In addition, there is a positive relationship between rational and intuitive decision making styles and emotion management skills.

In the literature, individuals who use instant decision-making style decide on the decision-making process by leaving the decision to natural flow (Scott & Bruce, 1995). Given the context of the definition stated,, it can be said that individuals do not manage their emotions but rather make decisions in the context of external events that develop in the decision-making process. Therefore, it can be said that the low level of variance obtained by the research supports each other. Instant decision making style was evaluated in the category of non-functional decision-making style (Scott & Bruce, 1995). In the literature review, impulsive behavior patterns predominate in non-functional decision-making styles (Kräplin, Dshemuchadse, Behrendt, Scherbaum, Goschke, Gerhard & Bühringer, 2014). As well as studies of significant positive variances between instant decision-making styles and patterns of impulsive behavior are available (Yücel oğlu –Keskin, Bayram, Günay- Derebaşı, Bostancı & Kabadayı, 2016). Considering the aforementioned studies and the negative relationship between emotion management and impulsive behavior patterns, it can be said that the study supports the results of the literature.

Dependent decision-making style is considered within the scope of non-functional decision-making styles (Scott & Bruce, 1995). Addiction is considered to be two dimensions; addiction to one substance (alcohol, cigarettes, drugs, etc.) and addiction to behavior (Kahraman & Kurtoğlu, 2009). When decision making is considered a behavioral phenomenon Dependent decision-making can be considered in the category of behavioral dependence. Within the scope of inference, Considering that individuals who exhibit dependent behavior patterns will experience mood disorders and serious problems in their ability to manage their emotions (Arısoy, 2009), it can be said that the research results are supported judicially.

Avoidant decision making style is evaluated within the scope of non-functional decision-making styles (Scott & Bruce, 1995). As mentioned before, decision making can be considered as a behavioral phenomenon. Avoidant approach to decision-making that can be treated as a behavioral phenomenon, can be considered as the avoidant behavior pattern. Individuals exhibiting avoidant behavior patterns lead to more negative consequences in the long term by choosing possible positive results in a short time (Kashdan, Barrios, Forsyth & Steger, 2006). There are no studies investigating the relationship between avoidant behavior patterns and emotion management. Therefore, no data accumulation has been found to compare the results of the study. In the literature review, it is seen that experiential avoidance and avoidant behavior patterns are very similar in Acceptance and Stability Therapy (CCT) which is one of the new generation cognitive behavioral approaches. Considering the results that individuals with experiential avoidance patterns develop dependent behavior patterns (Dahl, Wilson & Nilsson, 2004) and individuals with dependent behavior pattern have serious problems in managing their emotions (Arısoy, 2009), it can be said that individuals who exhibit avoidant behaviors have serious problems in emotion management. Therefore, it can be said that the above judicial conclusion supports the research result.

In the literature review, no studies were found to examine the relationship between emotion management skills and decision making styles. Therefore, there is no data accumulation in which the research results can be directly compared. However, in the literature review, it was determined that there was a positive relationship between emotional intelligence and functional decision making styles and emotional intelligence and non-functional decision-making styles were found to be negatively significant (Köksal & İşmen–Gazioğlu, 2007; Yılmaz & Altınok, 2010). In addition, a significant positive relationship was found between emotional intelligence and the management of emotions and thoughts (Arguedas, Daradoumis & Xhafa, 2016). In

addition, emotional intelligence is generally defined as the capacity of individuals to become aware of their emotions and make sense of them (Çakar & Arbak, 2004; Mayer, Salovey & Caruso, 2004). When the results of the study and literature are evaluated in the same context, it can be said that the literature supports the study results.

In the researches, a significant negative relationship was found between emotional intelligence and non-functional decision making styles, and a positive significant relationship was found between emotion management and emotional intelligence. Therefore, considering the research stated, it can be said that there is a significant negative relationship between non-functional decision-making styles and emotion management.

It can be said that the results obtained from the research result and the inferential results made in the field paper are similar.

Suggestions

When the researches related to emotion management were examined, no studies were found that worked together with decision making styles. Consequently, studies can be conducted in which both variables are examined together.

According to the results of the study, it was found that there was a significant positive relationship between emotion regulation and positive decision making styles. Therefore, it can be said that emotion regulation positively affects positive decision making styles. In this context, group guidance sessions on emotion regulation in school psychological counseling and guidance services can contribute to the field literature as a result of studies aimed at developing positive decision making styles of individuals.

Psychological counseling sessions with the group aimed at improving emotion management skills can be prepared and presented to the use of psychological counseling and guidance services within National Education.

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