

# Description of Emotion Regulation of Hwdi Leaders Who Experience Physical Limitations

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**Abstract:** This study aims to describe emotion regulation among leaders of the Indonesian Women with Disabilities Association (HWDI) with physical impairments. The background of this research lies in the emotional challenges often faced by leaders with disabilities in carrying out leadership roles, where emotion regulation plays a crucial role in maintaining psychological well-being and organizational effectiveness. A qualitative approach with a phenomenological design was employed, involving three respondents selected through purposive sampling. Data were collected using a semi-structured interview guide focusing on two dimensions of emotion regulation: cognitive reappraisal and expressive suppression. The results indicate that cognitive reappraisal was applied through strategies such as viewing situations positively, recalling pleasant experiences, planning flexible steps, and adopting others' perspectives, while expressive suppression was performed by controlling facial expressions, regulating breathing rhythm, practicing brief meditation, listening to music, diverting attention, and seeking a comfortable environment. These findings suggest that cognitive reappraisal is more adaptive in reducing stress and enhancing social relationships, whereas expressive suppression is useful in maintaining self-image but may cause internal pressure.

## 1 INTRODUCTION

Disability is a condition in which an individual experiences long-term physical, mental, intellectual, or sensory limitations that hinder interaction (DetikNews, 2022). In Indonesia, approximately 10 million people, or 3.5% of the total population, are persons with disabilities (Tempo, 2023). Globally, there are nearly 240 million children with disabilities, indicating a significant prevalence within this group (UNICEF, 2023). The Government of Indonesia has implemented policies through Law No. 8 of 2016 on Persons with Disabilities, which provides a legal foundation to guarantee the rights of persons with disabilities across various sectors. These rights include access to education, employment, healthcare

services, and participation in political and social life, as stipulated in the Convention on the Rights of Persons with Disabilities (CRPD) adopted by the United Nations (UN, 2023). In Indonesia, employment opportunities for persons with disabilities have begun to expand, with several major companies opening inclusive job vacancies (Kemenaker, 2023). Globally, countries such as the United States and the United Kingdom have also provided employment opportunities for persons with disabilities by adopting affirmative policies that support workplace inclusion (ILO, 2023).

Leaders of organizations with disabilities often face emotional challenges in carrying out their leadership roles. Research indicates that they

demonstrate a high level of resilience despite experiencing physical difficulties (Widjaja & Cahyani, 2021). Leaders with disabilities tend to possess strong adaptive abilities in responding to both social and physical challenges unique to their conditions (Bunch & Yang, 2020). Moreover, they are recognized as being more empathetic and focused on inclusion and equality within organizations (Foster & Hernandez, 2023). Their commitment to advocating for the rights of persons with disabilities serves as a key driving force in their leadership (Edwards, 2021). High resilience and strong internal motivation also play an essential role in inspiring social change and improving conditions for persons with disabilities (Suryani & Andriani, 2022).

Research on emotion regulation among individuals with physical disabilities shows that they often encounter emotional challenges that differ from those without such limitations (Smith et al., 2020). A study by Santoso and Nugroho (2019) revealed that leaders of organizations with physical disabilities need to develop more mature emotion regulation strategies in order to lead effectively, given the emotional challenges they face. Other findings indicate that self-control and social support are crucial factors in the successful management of emotions among individuals with physical disabilities (Widjaja & Cahyani, 2021). Research in Indonesia by Adi and Prasetyo (2020) emphasized the importance of emotional reinforcement through training and counseling to enhance the performance of leaders with physical limitations.

Emotion regulation, according to Gross and John, is the process by which individuals influence their emotions, including when emotions arise, how they are experienced, and how they are expressed

(Bintamur, 2022). Hwang (2006) states that emotion regulation is a unique process that manages emotional experiences to meet social needs and to achieve both physical and psychological responses. Several factors influence emotion regulation, including age, gender, culture, education, parenting style, and personality (Pamungkas et al., 2024). Characteristics of individuals who are capable of regulating emotions include self-control, strong interpersonal relationships, cautious behavior, adaptability, tolerance of frustration, and a positive outlook toward themselves and their environment (Ayuningtyas et al.). Gross and John (2003) also categorize emotion regulation into two dimensions: cognitive reappraisal, which focuses on cognitive manipulation to manage emotions at the early stages of the emotional process, and expressive suppression, which involves efforts to inhibit already-aroused emotions, emphasizing the regulation of emotional responses, behavior, and physiological reactions (Prabandini Mulyana et al., 2020).

Emotion regulation plays a crucial role in individual well-being, particularly in coping with significant life challenges (Sari et al., 2022). Research shows that individuals who are able to manage their emotions effectively tend to experience lower levels of stress and enjoy a higher quality of life (Kurniawan & Rahmawati, 2023). This is consistent with findings that emphasize the importance of emotion regulation in strengthening interpersonal relationships and enhancing overall happiness (Yuliana et al., 2023). At the international level, it was found that individuals skilled in emotion regulation are better able to manage conflicts and challenges in both social and professional contexts (Gross & John, 2003). Other studies have also demonstrated that effective emotion

regulation contributes to greater adaptability in stressful situations (Jovanović et al., 2022). Furthermore, research revealed that individuals with strong emotion regulation skills are more likely to achieve success in both social life and career development (Karniol et al., 2021).

Individuals with strong emotion regulation skills can enhance leadership and help organizational leaders manage conflicts more effectively, thereby creating a conducive work environment (Setiawan & Mahendra, 2023). Those who are able to control their emotions demonstrate greater adaptability in facing social and emotional challenges (Hartati et al., 2022). Conversely, poor emotion regulation can trigger excessive stress and damage interpersonal relationships within organizations (Yuliana & Fajar, 2021). The inability to regulate emotions may also impair decision-making and disrupt group dynamics (Susanto, 2023). Other research indicates that a lack of emotion regulation among leaders with disabilities can affect team performance and create tension within organizations (Khan & Hussain, 2021). In contrast, leaders with effective emotion regulation are generally more efficient in motivating team members and improving organizational outcomes (Foster & Hernandez, 2023). Similar findings were reported by Edwards (2022), who noted that optimal emotion regulation supports member engagement and strengthens mutually beneficial working relationships. Moreover, individuals with poor emotion regulation may face difficulties in adapting to change, which can undermine organizational stability (Liu et al., 2023). On the other hand, emotion regulation skills enable organizational leaders to remain calm during crises and make wiser decisions (Yang & Zhang, 2022). This study aims to provide an

overview of emotion regulation among leaders of the Indonesian Women with Disabilities Association (HWDI) who experience physical limitations.

## 2 METHOD

### Participants

This study involved three respondents who serve as leaders of HWDI (Indonesian Women with Disabilities Association) in several regions. The inclusion criteria for participants were HWDI organizational leaders who experience physical disabilities. Participants were selected using purposive sampling, in which selection was based on specific criteria determined by the researchers. These criteria included: (1) serving as a leader of the Indonesian Women with Disabilities Association, and (2) having a physical disability. The selected participants agreed to share their experiences regarding their feelings and the changes they experienced following the procedure. The profiles of the three respondents are presented in Table 1.

Table 1. Profile of Research Respondents

Characteristics	Respondent 1	Respondent 2	Respondent 3
Initials	A	SB	M
Age (years)	43	45	45
Gender	Woman	Woman	Woman

### Desain

This study employed a qualitative approach. According to Bogdan and Taylor (1975), qualitative research produces descriptive data in the form of words, whether spoken or written, as well as observable individual behavior (Moleong, 2019). The research design used in this study was

phenomenology, in which the researcher sought to explore the participants' experiences regarding their emotion regulation.

### Prosedur

The data collection process began by contacting three prospective participants who currently serve as chairpersons of the Indonesian Women with Disabilities Association (HWDI). These participants were invited to take part in the study after receiving a clear explanation of the research objectives and interview procedures. The researcher provided an informed consent form and explained in detail the purpose and steps of the research. Participants who agreed to participate then signed the informed consent form. The interviews were conducted separately at times previously agreed upon, and each session was recorded. Each interview lasted between 25 and 35 minutes, with one session held for each participant. Depending on the circumstances, the interviews were conducted either face-to-face or online via the Zoom Meeting application.

### Instrumen

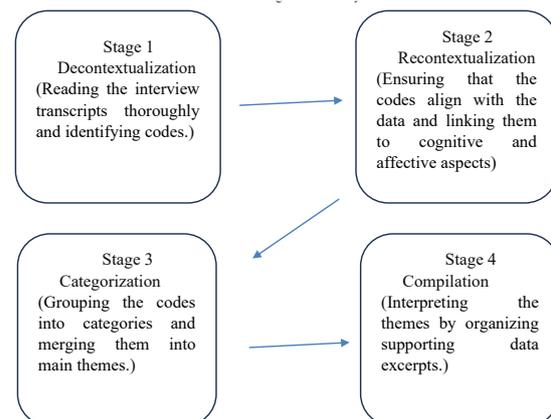
The instrument used in this study was a semi-structured interview guide. The interviews were conducted using this guide, which was specifically designed to explore emotion regulation among participants through two dimensions: cognitive reappraisal and expressive suppression. Examples of the interview questions included: "What strategies do you use to change the way you think about situations that cause stress or anxiety?" and "What do you usually do to regulate your physical or behavioral responses when you feel that emotions are starting to

take control?" These questions were intended to explore how individuals apply cognitive reappraisal in managing their emotions and to examine how they use expressive suppression in controlling emerging emotions. This instrument enabled the researcher to gain a deeper understanding of how participants regulate their emotions.

### Analysis Technique

The data analysis technique employed in this study was thematic analysis. According to Creswell (2003), thematic analysis is a qualitative research method that involves preparing and organizing data, as well as processing it through coding techniques and presenting the results in the form of figures, tables, and explanatory discussions. The researcher then conducted categorization to group the data according to major themes. The analysis process consisted of four stages: (1) decontextualization, (2) recontextualization, (3) categorization, and (4) compilation (Bengtsson, 2016).

Table 2. Stages of the Analysis Process.



### 3 RESULT

Based on the responses given by the three respondents, two themes were identified as shown in the table below. These themes are related to emotion regulation among leaders with physical disabilities.

Table 3. Table of identified themes from the research respondents

Themes	responden A	responden SB	responden M
Cognitive Reappraisal	Seeing the positive side	Recalling positive experiences	Re-evaluating the event
	Avoiding emotional triggers	Planning flexible steps	Taking others' perspectives
Expressive Suppression	Maintaining a calm facial expression	Regulating breathing rhythm	Practicing brief meditation
	Regulating breathing rhythm	Listening to calming music	Performing stretching
	Diverting attention	Composing calm steps	Seeking a comfortable environment

#### Cognitive Reappraisal

Seeing the positive side of every situation is one of the strategies employed by Respondent A to manage stress and emotions that are frequently triggered in daily life. Before changing her perspective, she often felt overwhelmed and trapped in problems. In addition, avoiding emotional triggers that could worsen her mood also became an important step in her emotion regulation.

“In the past, I often felt very overwhelmed, but now when problems arise, I try to look at the positive side. For instance, if I face difficulties at work, I consider them as challenges for my growth. I have also learned to avoid things or people that could easily make me emotional.”

In contrast to the previous case, Respondent SB relied on recalling positive past experiences as a strategy to cope with pressure. During difficult moments, remembering happy memories helped to alleviate anxiety. In addition, planning flexible steps enabled her to address emerging problems in a calmer manner.

“When I am under a lot of pressure, I try to recall happy moments. For example, when I successfully completed a major project or when my family was healthy and happy. I also plan more calmly now—if there are obstacles, I think of alternative solutions so I don't get stuck.”

Meanwhile, for Respondent M, receiving support from friends when dealing with stress was an effective way to reduce anxiety. In addition, Respondent M also stated that adopting the perspectives of others helped her to remain calm.

“I try to re-evaluate the situation by focusing on its positive side so that I do not become too carried away by emotions. I usually put myself in the position of the person who makes me feel upset, annoyed, or angry. Perhaps they do not fully understand what persons with disabilities experience.”

#### Expressive suppression

Maintaining a calm facial expression was one of the primary strategies used by Respondent A to regulate her emotions when facing situations that triggered anger or anxiety. Before adopting this strategy, Respondent A admitted that she often struggled to control her facial reactions, which made situations increasingly uncomfortable. In addition, diverting her attention to other activities also helped her to ease her emotions. These strategies enabled

Respondent A to remain calm and professional in various circumstances.

“When I was angry or upset, my facial expression used to show it immediately. That made others feel tense as well. Now, I try to stay calm first by regulating my breathing while controlling my thoughts so I don’t get provoked. As a result, I can focus more on finding solutions instead of exploding. When I feel emotional, I usually shift my focus—whether to other work or by talking with friends—anything that helps prevent my thoughts from piling up.”

For Respondent SB, regulating breathing rhythm and listening to calming music were key strategies in reducing excessive emotional expression. Before adopting these methods, SB reported that she often reacted spontaneously when angry, which only worsened the situation. Now, she chooses to take calmer steps by taking deep breaths before responding. Additionally, she found that listening to soothing music quickly helped improve her mood. Through this approach, Respondent SB felt more capable of managing situations without displaying excessive emotional expressions.

“When problems arose, I used to immediately complain or show my frustration, and sometimes I regretted it afterward. Now I focus on controlling my breathing, staying silent for a moment so I won’t be provoked into saying or doing something unnecessary. Sometimes listening to slow music helps me relax. After that, I can calmly plan my next steps.”

Practicing brief meditation became the main strategy for Respondent M in applying expressive suppression when dealing with emotional situations. Previously, Respondent M often felt easily provoked

by emotional triggers, which led her to react uncontrollably. Now, she chooses to engage in short meditation to calm herself. In addition, Respondent M also makes an effort to avoid emotional triggers so as not to be easily provoked. A comfortable environment further helps her to suppress emotional expressions and regain focus.

“I tend to get carried away easily—if even a small problem arises, it immediately shows on my face or in my behavior. Usually, I take a short break, close my eyes, take a deep breath, and focus on organizing my thoughts. That makes me feel more in control. If I know there is a situation that might trigger me, I usually step away for a while and look for a more comfortable place so I can calm down. I also do some stretching to feel more relaxed. Sometimes just changing places is enough to help me feel calmer, so I don’t have to overreact.”

## 4 DISCUSSION

The results of the study show that HWDI leaders with physical disabilities tend to use cognitive reappraisal to regulate their emotions, such as seeing the positive side, recalling pleasant experiences, and taking other people’s perspectives. This strategy has been proven to help them reduce stress levels and enhance social adaptability. These findings are consistent with research (Mohammad-Aminzadeh et al., 2019), which showed that students with physical disabilities used cognitive reappraisal as a mechanism to cope with psychological pressure, although its use was lower compared to students without disabilities. A meta-analysis study also emphasized that cognitive reappraisal is positively associated with

psychological well-being and mindfulness, making it an adaptive strategy in various contexts, including leadership among people with disabilities (Zhou, Wu, & Xu, 2023).

The use of expressive suppression was also found among HWDI leaders, for instance, by restraining facial expressions, regulating breathing, engaging in brief meditation, and listening to music. This strategy helps maintain self-image and reduce external conflict, but it can generate internal emotional pressure. These findings are supported by research showing that expressive suppression can indeed reduce neural responses to sad emotions, but it is less effective than reappraisal in decreasing subjective emotional impact (Yan et al., 2022). Similarly, research in Indonesia also demonstrated that emotion regulation training for children with special needs can improve reappraisal skills, while reliance on suppression is more difficult to modify (Saniatuzzulfa & Archentari, 2023).

HWDI leaders in this study who used cognitive reappraisal as an emotion regulation strategy displayed characteristics of effective leadership, in which they not only managed personal stress but also maintained performance and interpersonal relationships within the organization. This aligns with research showing that a tendency to use cognitive reappraisal is positively associated with leadership task performance, while expressive suppression has a negative correlation with such performance (Torrence & Connelly, 2019). In addition, another study found that leaders with high emotional intelligence and mental well-being are also more likely to use cognitive reappraisal, which impacts their ability to make decisions and resolve conflicts within the organization (Haver et al., 2021).

## 5 CONCLUSION

This study concludes that HWDI leaders with physical disabilities employ emotion regulation strategies in the form of cognitive reappraisal and expressive suppression to address leadership challenges. Cognitive reappraisal strategies—such as viewing situations positively, recalling pleasant experiences, and adopting others' perspectives—are more adaptive in reducing stress and enhancing social relationships, while expressive suppression strategies—such as controlling facial expressions, regulating breathing, practicing brief meditation, and listening to music—help maintain self-image but may generate internal emotional pressure. These findings highlight the importance of developing emotion regulation skills, particularly cognitive reappraisal, for leaders with disabilities to sustain effective leadership, foster inclusive organizations, and enhance psychological well-being.

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