

## SLEEP DEFICIT AND MANAGERS' FUNCTIONING IN STRESSFUL SITUATIONS

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**Purpose:** The aim of the article is to present the relationship between the daily sleep index of managers and their behaviour in stressful situations.

**Design/methodology/approach:** The article presents an overview of the determinants that influence how people in managerial positions choose to deal with stressful situations, a subject well described in psychological literature. This choice is determined by requirements and organizational context and is developed based on one's personal experience. This personal propensity should also be considered in the context of sleep deficit, which is not uncommon in today's organisational cultures as lack of sleep for the sake of increased managerial engagement and activity is not only quite commonplace, but is often glorified as a strategy.

**Findings:** The considerations presented in the article indicate that sleep, as an individual resource of every manager, creates the space that is needed for the implementation of appropriate strategies for coping with stress in the workplace.

**Research limitations/implications:** It is worth performing more research on larger sample groups, who would be differentiated according to organizational level and the decision-making independence of the managers being surveyed.

**Practical implications:** As identified by the research presented here, understanding the relationship between sleep deficit and the behaviour of managers in situations of emotional stress could help to create future working conditions that are beneficial for people's mental well-being and eliminating the consequences of sleep deficit, which can be dangerous for both individuals and their organisations.

**Social implications:** If organisations factored sleep, understood as the 'right to get enough sleep', into the well-being criteria for the benefit of their workforce, including their managers, this could help them in their focus on health as a responsibility they are accountable for in business.

**Originality/value:** The article determined the psycho-physical consequences of sleep deprivation as experienced by contemporary managers and the impact of sleep deficit on their behaviour in stressful circumstances. It has been shown that sleep, as a pivotal element contributing to 'health and energy', is a key competence resource of every manager.

**Keywords:** stress, strategies of coping with stress, sleep, sleep deficit, manager.

**Category of the paper:** review, article.

## 1. Introduction

It is very common for managers in contemporary organizations to find themselves in many stressful situations. Every time they face stressful factors, managers have to choose an appropriate strategy to maintain their own and their subordinates' effectiveness (Kraczkla, 2016). When looked at from this perspective, managers' behaviour may be the subject of extensive analyses that take many factors and mechanisms into account. One component that contributes to managers' efficiency is their average daily sleep time. This perspective emphasizes the importance of sleep for the choices and decisions made by managers, who experience a lot of pressure in relation to their managerial roles.

The aim of this article is to reveal the importance of daily sleep deficiency and the impact of chronic sleep deprivation on the choices managers make while coping with stress. The cultures adopted by numerous contemporary organizations approve of sleep deprivation as a way towards faster and greater success. As a result, managers struggling with drowsiness have to do their best to maintain the highest possible level of efficiency while fulfilling their managerial duties. Thus, it is fascinating to study the working style of managers who operate under emotional pressure and are affected by lack of sleep.

## 2. Strategies of coping with stress

Research into stress is subject of numerous investigations in both popular and pure science. As regards the latter, stress studies are undertaken in different scientific disciplines, including psychology, sociology, anthropology, or widely understood medical science. These diverse and multi-dimensional scientific considerations produce a multitude of definitions of stress and a number of varied guidelines on how to cope with its effects.

According to an encyclopaedia definition, the term stress means "the state of overload of one's psychological regulation system that arises in stressful situations and can hinder or make it impossible to achieve goals, fulfil tasks, or uphold the values that are important for an individual" (PWN Encyclopaedia, 1997). Most reputable researchers describe the phenomenon of stress as something that occurs when the challenges posed by external circumstances exceed one's ability to cope with them (Wheeler, 2011).

Stress appears in various areas of human life and functioning; it comes from various sources and takes on various dimensions and degrees of intensity. Thus, people have to struggle constantly with the necessity to adapt to different pressures and employ the whole range of their personal abilities to cope with stressful factors (Kabat-Zinn, 2012).

Having reviewed the research into the phenomenon of stress, it can be concluded that it is an integral part of human life and affects every area of human functioning. Every time stress occurs, it requires a given individual to trigger an adaptive response so they can "find themselves" in a stressful situation (Strycharczyk, and Clough, 2018).

Since this article is focused predominantly on stress in managers' work, its considerations will remain centred solely around occupational stress.

It is easy to notice that professional work evokes a wide range of positive and negative emotions. Work enables people to satisfy many important needs, such as a sense of security, a sense of belonging to a group, or material and living needs (Ogińska-Bulik, 2006). Work can also enable one to develop personally and it contributes to one's health and sense of satisfaction (Bańka, 2001). At the highest level of one's self-fulfilment, work can also "make life meaningful and coherent" (Kabat-Zinn, 2012).

At the same time, however, professional work may create space for pathogenetic factors that exacerbate human concerns, emotional tension, psychosomatic diseases, and disorders in social and family life (Bańka, 2001).

At every level of an organization and regardless of the job position, one can experience a sense of threat, frustration or failure at work (Kabat-Zinn, 2012). The fact is, however, that one of the most emotionally burdensome professions is the position of a manager as this is associated with so-called "bipartite agency". Many authors indicate that **what generates significant stress in managerial roles is a manager's responsibility for their subordinates** (cf. Hallowell, 2011; Poczowski, 2003; Schultz, D., and Schultz, S., 2006). According to Biela (2001), the concept of the bipartite agency of work suggests that a manager feels the need for agency and seeks to satisfy it while at the same time remaining responsible for creating conditions to satisfy their employees' sense of agency. Therefore, holding a managerial position involves shaping the conditions for one's own agency whilst also providing agency for one's subordinates. This is what creates "bipartite agency" for managerial roles. When understood in this way, agency makes it possible to treat subordinates in a humane and empathetic manner, and the sense of agency is highly correlated with the work effectiveness of employee teams (Biela, 2001). Therefore, it is important that managers are aware of their employees' expectations, individual needs, as well as their concerns and anxieties. "Not only must they be able to control their own stress, but they also need to help their co-workers overcome their stress, which might not always be fully justified ..." (Penc, 2000).

The multiplicity of stressful stimuli experienced by managers with regard to the various limitations and requirements posed by demanding work environments results in the more frequent perception of stress as a difficult and negative phenomenon, although it does sometimes have positive effects (Hellriegel, Slocum, and Woodman, 1995).

When faced with stressful factors which are a source of internal tension and strong emotions, managers look for effective methods to maintain their managerial efficiency and the effectiveness of their own and their subordinate team's functioning (Kraczla, 2016).

Research into organizational stress was initiated by R.L. Kahn and his research team; this was also the beginning of the tradition of investigating occupational stress (Khan et al., 1964). Many of these interesting research findings and identified dependencies have been reflected in the pragmatics of business, for instance as rules and guidelines for dealing with stress at work. One of the most interesting of these observations was that *stress related to challenges* in the work environment (i.e., a large number of tasks and projects to be implemented) affects an employee in a different way than *stress related to obstacles* (i.e. bureaucracy, unclear division of duties or responsibilities, intrigue in their organization). It has been shown that **stress related to obstacles is much more burdensome than stress related to challenges** (Robbins, and Judge, 2012). It is worth noting that the contemporary pace of life has been increasing for many years, therefore the pressures on managers and their subordinates mean it is important to identify factors and methods that would stabilize workplaces and balance positive and negative feelings related to occupational functions and work environments.

Worryingly, the findings of studies carried out in this area lead to justified anxiety as **occupational stress is not only a very common phenomenon but its levels are also constantly growing and becoming alarmingly intense**. It has been shown that in the last few decades the level of occupational stress has increased, especially in highly industrialized countries. This has resulted in a sharp increase in sickness absenteeism rates and the more frequently identified inability to work as a result of stress. The World Health Organization reports that nearly half of professionally active people feel unhappy in their workplace (cf. Białek, 2012; Bartkowiak, 2009; Le Blanc, de Longe, and Schaufeli, 2002; Kabat-Zinn, 2012; Ogińska-Bulik, 2006).

It is worth noting that stress in many professions seems to be inevitable and is often part of the culture or environment in which a given organization operates. In such circumstances, it is necessary to identify stress factors and then develop and implement strategies and mechanisms for coping with these stressful conditions in organizations. As a result, members of the organization will be able to carry out their tasks, achieve their goals, and minimize the damage that results from being in stressful situations (Strycharczyk, and Clough, 2018).

Therefore, it is now a challenge to develop strategies for dealing with stress which would be adequate and applicable in contemporary organizations, where stress is common due to the unstable and volatile conditions in which managers work.

From the psychological point of view, it is necessary to analyse **the activities undertaken by an individual** in stressful situations which might often exceed their adaptability. Stressful situations stimulate people to take action (based on their internal resources and external circumstances) in order to restore their balance and improve their emotional state (Bartkowiak, 2009). These types of activities are referred to in science as *ways of coping with stress* (Strelau, 2007).

The concept of **coping with stress** was coined by science in the 1960s; it may be understood as the basic adaptive mechanism associated with making a conscious effort to restore balance in oneself. Therefore, this mechanism plays the role of a regulator between one's aims and one's abilities (Ogińska-Bulik, 2006).

Stress coping strategies are aimed at dealing with the threat that arises from a stressful situation (Bartkowiak, 2009). These are the actions which an individual takes at the level of their cognitive, emotional and behavioural functioning; they are a response to existing internal or external needs (Terelak, 2004). At the same time, the choice of a particular method of coping with stress is always determined by the characteristics of the situation itself, the individual characteristics of the given person, and the state of their personal resources (Ogińska-Bulik, and Juczyński, 2008).

The literature on this subject describes many models of coping with stress. Prominent researchers of this phenomenon, R.S. Lazarus and S. Folkman, distinguished two basic functions of coping with stress: **instrumental** and **regulatory**. Having combined these functions with how people act under stress, they distinguished two main strategies of coping with stress (Lazrus, and Folkman, 1984):

1. Problem-focused strategy – instrumental function.
2. Emotion-focused strategy – regulatory function.

As part of their problem-solving strategy, an individual strives to remove the existing stressor by undertaking their own activities, such as developing an action plan, looking for alternative solutions, or limiting competitive activities. As regards the emotion regulation strategy, people take steps that aim to deal with the experienced emotional burden. These could be, for instance, a rationalization mechanism, attempts to adapt to the problem, distancing oneself, acceptance of the situation, flight reactions, a denial mechanism, a repression mechanism, taking responsibility, or self-blame. Both types of strategies are often used simultaneously and the extent of their use depends on the individual characteristics of a given person. Flexibility in using the aforementioned strategies and their skilful application determine one's ability to overcome existing difficulties and the pace of one's return to a state of equilibrium (cf. Kraczkla, 2013b).

The analyses performed by R.S. Lazarus and S. Folkman are continued in the concept developed by N.S. Endler and D.A. Parker, who describe three **styles of coping with stress** (1990). Two of the styles they indicate correspond to the functions described by R.S. Lazarus and S. Folkman: the **task-orientated** style and the **emotion-oriented** style. N.S. Endler and D.A. Parker define the third style as **avoidance-oriented**. In this way, the authors emphasize the variety of actions taken by people acting under stress (Endler, and Parker, 1990).

When analysing stress in the context of professional work, it can be concluded that managing stress in an organization requires many coordinated actions at both the individual and organizational level (Terelak, 2004). Individuals are expected to increase the degree of their resistance to stress, find a balance between their private and professional life and choose

appropriate action strategies in stressful situations (Pocztowski, 2003). The goal of stress coping strategies is to increase awareness of the phenomenon of stress itself as well as its symptoms, effects, and possible forms of counteracting it (Le Blanc, de Longe, and Schaufeli, 2002). However, the variety of stressful situations and their varied dynamics make it necessary to assume that the exact type of coping strategy adopted by a given person in stressful circumstances will be based on multidimensional conditions, and the process of coping with stress itself can be treated as "a series of strategies that change over time and are connected with changes in the situation and the psychophysical state of the given individual" (Wrześniewski, 2000). Therefore, it seems that the effects of coping with a stressful situation depend on the individual characteristics of a person, the type and dynamics of the stressful situation, and the support available from the organization (Kraczlá, 2016).

### **3. Sleep deficit and its consequences**

In the second half of the twentieth century, the average total amount of sleep people got per day decreased by over two hours. The common daily sleep norm of many contemporary people is only 5-6 hours, and a constant feeling of permanent fatigue and lack of sleep accompanies millions of people around the world. Sleep deprivation is such a severe condition that it has been used as an effective torture method throughout history. One of the antidotes to sleep deprivation that is proposed by modern Western medicine is various kinds of sleeping pills (Winters, and Kelley, 2018). Many people regularly turn to them even though their constant use for two and a half years can cause a fivefold increase in the risk of cancer and death (Kripke, Langer, and Kline, 2012).

Based on the findings of numerous studies, it may be concluded that adults need at least eight hours of sleep a day, whereas children need twelve hours. It is during sleep that many important processes take place in the human body, including growth, tissue reconstruction, hormonal reactions, regeneration of hormonal connections and strengthening of the immune system. Sleep is also of great importance to the body's response to insulin. Sleep deficiency causes a deficit of many hormones important for the body, e.g. satiety hormone (leptin), or increased levels of other hormones, e.g. the hunger hormone (ghrelin). Lack of sleep stimulates appetite, thus leading to weight gain and widespread obesity in modern societies. Additionally, ghrelin (a hormone) is also responsible for the development of neoplastic conditions and the invasiveness and migration of neoplastic cells (Chopin et al., 2011).

Health and the psychophysical condition of contemporary people are closely dependent on sufficient or insufficient amounts of sleep. Many modern diseases, referred to as civilization diseases, such as allergies, asthma, hormonal disorders, digestive problems, rheumatoid arthritis or chronic pain, are undoubtedly associated with insomnia and sleep deficits (Kripke, Langer,

and Kline, 2012). What is more, psychiatrists have long emphasized the coexistence of sleep disorders and mental diseases. However, it was believed that it was mental illnesses that caused sleep disorders, and this conviction assumed a one-way causality of this relationship. Meanwhile, many studies have shown the opposite: sleep-deprived people demonstrate neurological patterns of brain activity similar to those seen in numerous mental illnesses (Walker, 2019). Other studies have also shown that by improving the quantity and quality of sleep, one can reduce the risk of developing certain mental health conditions or at least delay their development. This kind of dependency has been identified in relation to Alzheimer's disease or bipolar disorder (cf. Ancoli-Israel et al., 2008; Moraes et al., 2006).

One brain function that can be easily affected by even the slightest disruption of the amount of sleep per night is attention span. As a consequence of insufficient sleep, it is difficult for the human brain to focus attention on activities during the day. Lapses of attention may also occur during so-called microsleep, which occurs when the brain stops perceiving the outside world for a short while. Such a temporary drop in attention span happens for only a few seconds, but it often affects people who chronically feel drowsy. The most tragic manifestation of impaired attention might be unexpected and uncontrolled falling asleep while driving a car or operating specialist devices or machinery (Walker, 2019).

D. Dinges and his team from the University of Pennsylvania (Dinges, 1995; Banks, and Dinges, 2007) compared the stimuli response time of well-rested people and people who were deprived of sufficient sleep. First, all the participants were given the opportunity to get eight hours of sleep per night, which made it possible to assess their reaction times when fully rested. Then, they were divided into four groups and each of them was "administered" a different amount of sleep. The first group was kept awake for 72 hours, i.e. for three consecutive nights. The second group slept four hours per day for three consecutive nights. The third group slept six hours each night, and the fourth group were allowed eight hours of sleep. During this experiment, the researchers observed that people deprived of sleep demonstrated slower stimuli reaction times and slowness, which is typical of sleepiness. The most important thing they noticed, however, was gaps in consciousness called microsleeps, when the sleep-deprived participants' attention would lapse for several seconds. People who were deprived of sleep for 72 hours experienced the most drastic impairment of concentration. Equally disturbing were the conclusions from the observation of the second and third groups, i.e. people partially deprived of sleep. With each subsequent night, people sleeping for only six or four hours showed a several hundred percent increase in the number of microsleeps during the day. Additionally, an important discovery made by this team was that people who were sleep deprived had great difficulty determining the degree of their own concentration loss; they were also somewhat unaware of their cognitive impairment and were unable to describe it in an objective way.

The emotional aspect of brain functioning can display equally worrying effects of sleep deprivation. It is a well-known fact that lack of sleep causes significant confusion in human emotions, and the parts of the brain that are responsible for the activation of emotions become highly hypersensitive when people are short of sleep (Walker, 2019). Many studies have shown an increase in anxiety levels as a result of insufficient sleep per day. Researchers have repeatedly observed the reactions of the amygdala of people who were deprived of sleep for a day up to a few days. When they applied functional magnetic resonance imaging, they discovered that the amygdala, which is the centre of emotions in the brain, was a few dozen percent more reactive to negative images. This meant that such a person experienced much more anxiety and other emotional reactions like anger or irritability (Yoo et al., 2007). Other studies also found that lesser amygdala stimulation could be associated with more REM sleep (van de Helm et al., 2011). This means that getting enough good sleep (which allows people to cycle through different sleep phases in a certain order throughout the night) can soothe one's amygdala. As a consequence, it is then possible to mitigate many physical symptoms that may be displayed by the human body as a result of the anxiety activated in the amygdala. As is known from the biology of this part of the brain, the amygdala operates automatically based on a kind of pre-programmed pattern, but it is also extremely sensitive to (and responds to) the states experienced by a given individual in particular situations. Importantly, the amygdala reacts more strongly and negatively to sleep deprivation than any other part of the brain (Pittman, and Karle, 2018). Fortunately, it is reassuring to know that insufficient sleep does not force the brain into a permanent negative and depressed mood. A sleepy brain tends towards two emotional extremes: positive and negative (Walker, 2019).

It can therefore be concluded that poor sleep quality has a significantly detrimental effect on the human brain, its cognitive functions, and emotional reactions. People who experience regular sleep deficiencies have difficulties with concentration, memory efficiency, recalling remembered content, and their general health deteriorates. Such people demonstrate excessive and violent emotional reactions caused by their "restless" amygdala, which is overactivated by lack of sleep (Pittman, and Karle, 2018). All major human body systems and organs suffer damage due to constant sleep deprivation. Insufficient sleep severely affects many of the basic biological systems of the human body, including the cardiovascular, metabolic, reproductive and immune systems. Also, many common diseases of contemporary people, such as heart disease, diabetes, obesity, cancer and premature dementia, are all at least partially caused by sleep deprivation (Walker, 2019).



#### 4. Strategies for counteracting managers' stress and sleep deficit

Contemporary organizations tend to glorify a working style that features a busy schedule, numerous business trips, working under time pressure, multitasking, and a fast pace of working (Czeisler, 2006, 2016). The professional life of a modern employee, especially a manager, requires speed and accuracy, full availability, and professionalism (Berndt, 2015). In many corporate cultures, ambitious managers work for 80-100 hours a week; they sleep for only five to six hours at night and keep awake during the day by means of a few cups of strong coffee. What is worse, corporate managers often "live in a suitcase" – frequently moving between different time zones (Czeisler, 2006, 2016).

According to D. Dinges (1995), many people in managerial positions are convinced that they only need a 20-minute nap during the day to let them function effectively and compensate for lack of sleep at night. Therefore, there is a growing belief among managers that they do not need to get enough sleep at night as naps and caffeine can help keep their brains active. However, when people do not get sufficient sleep, power naps can only temporarily increase their levels of basic concentration. Many studies have shown that neither naps nor caffeine can sufficiently aid processes such as concentration, learning, memory, emotional balance, or decision-making.

Ch.A. Czeisler (2006, 2016) believes that managers who behave in the described way pose a serious threat to themselves, their teams, their organizations, and other people around them. He is also convinced that the cult created by organizations of a 100% worker who does not need sleep is highly dangerous and is the opposite of what could be called wise management. As shown by the research conducted at the Harvard Medical School's Division of Sleep Medicine, this style of functioning is counterproductive in terms of high work efficiency as sleep deprivation is much more important than one might think. Contemporary work and social cultures which glorify employees' lack of sleep cause a significant deterioration in both their biological and psychological condition. A person who does not allow themselves enough sleep has highly limited cognitive performance, which, according to researchers, is similar to the decline in one's abilities (concentration, memory, cause-and-effect thinking, etc.) that is demonstrated in a state of alcohol intoxication with 100 milligrams of alcohol in 100 milliliters of blood. Such a condition significantly affects one's work efficiency and leads to a phenomenon known as "ineffective attendance at work", causing many organizational, social and economic losses (Hemp, 2005). Sleep deprivation is responsible for a whole host of risks to organizations. Exhausted employees operate dangerous machines and devices, while intelligent and well-educated managers make bad decisions with serious consequences for the organization that they would never allow to happen if they were well rested (Czeisler, 2006, 2016).

It is also worth considering the consequences of sleep deprivation of managers working for contemporary organizations in the context of the growing stressfulness of managerial roles.

According to psychology literature, it is assumed that the results of effective actions taken in stressful situations depend on the individual features of a given individual and the type and dynamics of the stressful situations created within their organization.

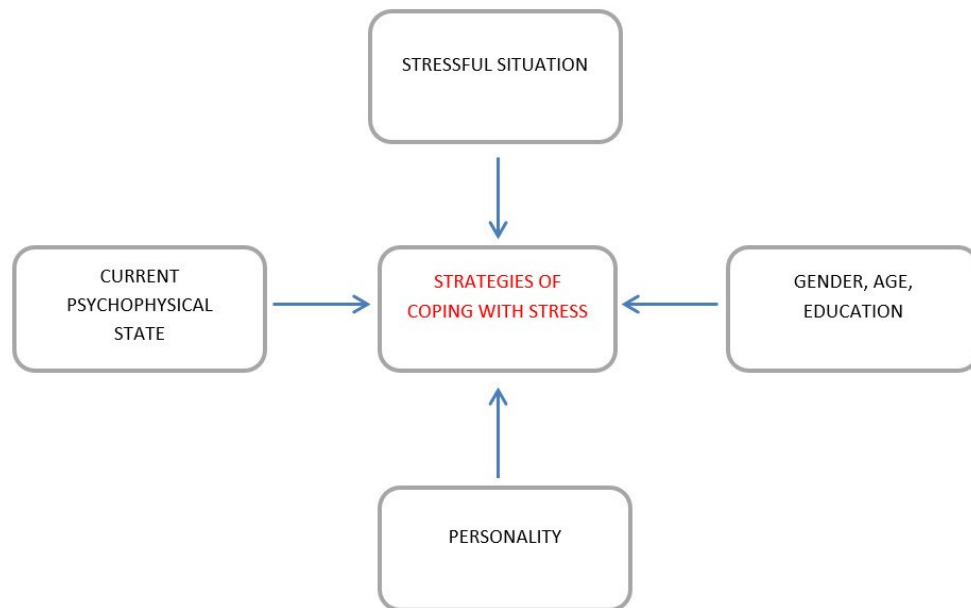
When considering the human struggle with stress, the concept of *resources* appears. Usually, *resources* are understood as "psychological, social and biological factors treated as moderators in the course of experiencing and coping with stress" (Ogińska-Bulik, 2006). In this view, resources include everything that an individual brings to the process of coping with stress. Sęk (2005) understands *resources* more broadly and describes them as "specific functional properties of features that potentially exist in people's environment, themselves, and in their relations with this environment". This author introduces the concept of dividing resources into internal and external ones: internal resources are understood as mental resources, such as emotional competences, cognitive and intellectual functions, temper; biological resources are determined by genetic conditions, immune resistance or the physiological resistance of one's organism. External resources include biological and physical environment resources as well as socio-cultural resources.

The stress researchers mentioned earlier in this article, R.S. Lazarus and S. Folkman (1984), distinguished several categories of resources (after Ogińska-Bulik, 2006):

- health and energy,
- positive beliefs,
- ability to solve problems,
- social skills.

R.S. Lazarus (1999) introduced the term **coping resources**. In his opinion, when considering all the personal resources that have been identified, the most important role is actually played by a person's health, energy, and positive convictions about themselves and the world.

What R.S. Lazarus and S. Folkman (1984) also emphasize is the great importance of the sense of threat that is experienced by an individual in various life circumstances. According to these authors, a strong sense of threat may significantly limit an individual's ability to use their personal resources. The strength of the perceived threat determines how an individual can use their personal resources. On the other hand, one's awareness of these resources and their availability may be determined by one's beliefs or values, which shape one's behaviour in specific life circumstances. The approach presented by these authors has attracted acclaim from other researchers of the phenomenon of stress and has become the basis of many empirical studies. A list of the determinants that influence one's stress coping strategy is presented in Figure 1.



**Figure 1.** Strategies of coping with stress. Adapted from: "Style a strategie radzenia sobie ze stresem. Problemy pomiaru" by K. Wrześniewski. Copyright 2000 by Publisher.

It can be noticed that one's success in the actions one undertakes while experiencing stress depends on many of one's individual properties and the conditions created in one's environment (Łosiak, 2008).

**"Consistent treatment of coping as a form of deliberate human behaviour requires recognition of the role of both individual and situational classes of factors as well as the interactions between them during this behaviour"** (Heszen-Niejodek, 2000).

Based on many empirical studies, it may be concluded that people are able to adjust their stress coping strategies to the specific conditions determined by a given stressful situation. Each time, however, this decision will be the result of the interaction between individual and situational factors, thus creating a kind of space for flexibility in terms of how people cope with stress (Heszen-Niejodek, 2000).

Assuming that sleep deficits affect one's emotional and cognitive efficiency, one's decision regarding the choice of the best strategy for dealing with stress may be heavily burdened with the consequences of one's poor mental condition. When treating sleep as both a health and energy resource, one should expect a significant impact of sleep deficiency on managers' cognitive processes. The affected areas may include attention, memory processes, cause-and-effect thinking, or the decision-making process itself. If it recurs frequently, sleep deficit may overly activate the emotional structures of one's brain, thus significantly increasing one's levels of anxiety and fears. Deregulation of such emotional mechanisms will result in the disturbance of managers' emotional stability. Therefore, it can be assumed that the increased emotional anxiety and weakened cognitive functions caused by insufficient daily sleep will have a significant impact on managers' choice of behaviour when acting in stressful conditions.

## 5. Summary

Psychophysical well-being is an important factor in effectively coping with stressful situations. This resource, in turn, is also dependent on an appropriate amount of sleep, which allows an individual to reach the desired level of cognitive and emotional performance. However, the complex and constantly increasing organizational requirements faced by contemporary managers force them to limit their daily sleep, which leads to sleep deficit, which may actually be dangerous for both the given individual and the environment in which they operate. The tendency of modern managers to reduce sleep results from the fact that their organizations expect them to continuously increase and accelerate their managerial activities. As a result, work environments that are not employee-friendly and approve a lack of sleep put their members at the risk of functioning under the influence of heavy emotional burdens. However, sleep (and one's right to sleep), when treated as an individual resource of each manager, is crucial for health and energy; it also creates the space needed for the implementation of appropriate stress coping strategies in stressful situations and allows sufficient flexibility when applying these strategies.

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