

Internet Appendix A157: Organizational Behavior Illustrative Reverse Engineered Pitch Template Example					
Pitcher's Name	Asmita Manchha [4th year Hons joint winner, UQBS 2017 comp]	FoR category	Organizational Behavior	Date Completed	April 2017
(A) Full Reference	Kozusznik, M. W., Peiró, J. M., Soriano, A., & Navarro Escudero, M. (2017). "Out of Sight, Out of Mind?" The Role of Physical Stressors, Cognitive Appraisal, and Positive Emotions in Employees' Health. <i>Environment and Behavior</i> , 49(2),1-30. doi: 0013916517691323. [reverse engineered]				
(B) Basic Research Question	<p>What is the mediating role of the appraisal of environmental stressors in the relationship between environmental stressors within open-plan offices and health symptoms?</p> <p>What is the moderating role of positive emotions in the relationship between environmental stressors within open-plan offices and the appraisal of environmental stressors?</p>				
(C) Key paper(s)	<p>Bluyssen, P. M., Aries, M., & van Dommelen, P. (2011). Comfort of workers in office buildings: The European HOPE project. <i>Building and Environment</i>, 46(1), 280-288.</p> <p>Bodin Danielsson, C., & Bodin, L. (2008). Office type in relation to health, well-being, and job satisfaction among employees. <i>Environment and Behavior</i>, 40(5), 636-668.</p> <p>Rashid, M., & Zimring, C. (2008). A review of the empirical literature on the relationships between indoor environment and stress in health care and office settings: Problems and prospects of sharing evidence. <i>Environment and Behavior</i>, 40(2), 151-190.</p>				
(D) Motivation/ Puzzle	.Within the physical environment of work literature, current research identifies that employees within open-plan offices are at a greater risk of experiencing environmental stressors. Research predominantly explores how the organisation can enhance their employees' wellbeing (e.g. designing sound proof buildings, regulating lighting). For this reason, past research have reinforced an implicit assumption that employees are passive recipients towards promoting their wellbeing within open-plan offices. Therefore, we know little about how individuals can develop their skills to manage environmental stressors within the physical environment of work.				
THREE	Three core aspects of any empirical research project i.e. the "IDioTS" guide				
(E) Idea?	<ul style="list-style-type: none"> - Research has identified that environmental stressors within open-plan offices pose a risk to employees' wellbeing. For example, a plethora of research has indicated that exposure to environmental stressors; noise, lighting and air particles are connected to health symptoms (e.g. respiratory, cardiovascular problems) and negative organizational outcomes (e.g. impaired performance, sick leave absenteeism). However, research has not challenged why employees seem to have little influence in developing and implementing practical strategies to manage environmental stressors within open-plan offices. - Kozusznik and colleagues drew on literature from positive psychology to examine how positive emotions may enable individuals to appraise environmental stressors; noise, lighting and air particles to reduce experiences of health symptoms. It was hypothesized that the appraisal of the environmental stressor could mediate the relationship between the environmental stressor and health symptoms. Additionally, it was hypothesized that positive emotions could moderate the relationship between the environmental stressor and the appraisal of the environmental stressor. - This alternative perspective aims to empower individuals because employees can adopt an active role to manage environmental stressors within the physical environment of work. However, empowering individuals involves acknowledging and striving to mediate collective, idiosyncratic and competing demands from stakeholders including management, policy makers and architects. 				

(F) Data?	<p>Quantitative data was collected in a naturalistic context via a diary study and sensory devices within four Spanish organizations.</p> <ul style="list-style-type: none"> - A diary study involved 59 employees to record their appraisals of environmental stressors, positive emotions and health symptoms, twice a day over a four-day period. - Sensory devices recorded the level of sound, quantity of light and mass of particles in five-minute intervals over the same four days. - The sensory devices captured physical measures within the same location where participants completed their diary entries. There were missing data when participants were out of the office at 49 time points.
(G) Tools?	<p>Psychological measures were collected in a diary study Physical measures (environmental stressors) were collected by sensory devices:</p> <ul style="list-style-type: none"> -level of sound (dB(A): BAPPU-evo multimeasuring device - quantity of light (lux): BAPPU-evo sensors (ELK GmbH) - total mass concentration of particles smaller than 10 mm (PM10): Mini Laser Aerosol Spectrometer (Mini-LAS) 11-R (Grimm Aerosol Technik GmbH) <p>Data analysis: examined variables at an individual level of analysis (e.g. between-person variations)</p> <ul style="list-style-type: none"> -multilevel moderated mediation analysis (to capture mediation effects in nested data) -used MPlus 7.1 software
TWO	Two key questions
(H) What's New?	<p>Drawing from positive psychology, positive emotions have been used as a secondary appraisal lens to understand the relationship between environmental stressors, primary appraisal of environmental stressors and health symptoms.</p> <p>This study is groundbreaking because it focuses on empowering employees to develop skills to manage environmental stressors and emphasises the need for mediating stakeholders (e.g. HR managers, policy makers, office designers, office maintenance) within the open-plan office.</p>
(I) So What?	<p>Existing research acknowledges how employees are at a greater risk of experiencing poor health outcomes within open-plan offices. Studies primarily focus on the organization's role for minimizing environmental stressors because poor health leads to financial and psychological costs for both employees and organizations. However, employees' needs are not being addressed because employees are perceived as passive recipients in relation to managing environmental stressors within open-plan offices.</p> <p>This study challenges this pre-existing assumption because it aims to empower employees within open-plan offices to develop skills to manage environmental stressors .</p>
ONE	One bottom line
(J) Contribution ?	<p>This alternative approach proposes that empowering employees to develop skills can help employees manage environmental stressors to enhance their health (e.g. exploring whether positive emotions can lead to greater health). Positive psychology principles such as flourishing and resilience promotes the need for stakeholders within the open-plan office to work collaboratively to empower employees with managing environmental stressors. For example, stakeholders need to recognise and mediate their competing demands to create a supportive environment for employees to effectively develop their skills.</p>
(K) Three Key Findings	<ol style="list-style-type: none"> 1. Empirical findings support previous research in relation to how appraisals of environmental stressors can mediate the relationship between environmental stressors and health symptoms. 2. Positive emotions can buffer noise at the secondary appraisal stage. Therefore, individuals can view environmental stressors as less harmful and easier to overcome. For example, a person with higher positive emotions does not evaluate higher levels of noise as threatening. 3. Positive emotions influence health outcomes for employees within open-plan offices. However, further research needs to identify under what conditions and when individuals can develop their skills to manage environmental stressors within open-plan offices.