Supplementary File:

Table 1 provides the original fit survey, including original items, and maps them to their corresponding latent factors. Note that the final survey item codes are listed in the article. Table 2 provides information about the included statistical items and factor loadings.
Table 1. Original fit survey items and their corresponding hypothesised latent factors

| Component identified | Type of fit being measured (code) |
|-----------------------|-----------------------------------|
|                       | **P-O**                           | **P-G**                          |
| **Value**             | • “The things that I value in life are very similar to the things that my organisation values”[1] (POV1) | • “The things that my work group members value in life are very similar to my values”[2]** (PGV1) |
|                       | • “My personal values match my organisation’s values and culture”[1] (POV2) | • “My values match my work group’s values”[2]** (PGV2) |
|                       | • “My organisation’s values and culture provide a good fit with the things that I value in life”[1] (POV3) | • “My work group's values provide a good fit with the things that I value in a group”[2]** (PGV3) |
| **Supplementary fit** | • “I identify strongly with the goals of my organisation”[3] **(POG1)** | • “The people in my work group and I have the same expectations of the effort needed to reach goals”[5]** (PGG1) |
| **Goal**              | • “My personal goals and the goals of my organisation are very similar”[3] **(POG2)** | • “My work group have the same expectations of reward for goal achievement as I do”[5]** (PGG2) |
|                       | • "I don't care about the goals of this organisation as much as the organisation would ideally like me to"[3]** *(POG3)* | • “My goals are similar to those of the people in my work group”[6]** (PGG3) |
|                       | • "My goals match or fit those of the organisation"[4]** (POG4) | |
| Personality                                      | General/Unique complementary fit |
|------------------------------------------------|----------------------------------|
| • “My personality matches or ‘fits’ this organisation”[7]$^{\dagger}$ (POP1) | • “I feel that my personality matches my work group’s image”[9]$^{\dagger}$ (PGP1) |
| • “The ‘personality’ of the organisation reflects my own personality”[7]$^{\dagger}$ (POP2) | • “My personality matches my work groups’ personality”[9]$^{\dagger}$ (PGP2) |
| • “My personality is well suited for the personality or ‘image’ of this organisation”[8] (POP3) | • “My personality provides a good fit with my work group’s personality”[9]$^{\dagger}$ (PGP3) |
| • “My personality prevents me from fitting into this organisation because it is different from other employees’ personalities”[8]$^{\dagger}$ (POP4) | • “I feel that I am a unique piece of the puzzle that makes this organisation work”[8] (POC1) |
| • “I feel that I am different from the ‘typical’ employee”[8]$^{\dagger}$ (POC2) | • “When key decisions are made, people in my work group consult me because I have a different perspective than they do”[8]$^{\dagger}$ (PGC1) |
| • “My knowledge, skills, and abilities offer something that other employees in this organisation do not have”[8] (POC3) | • “Even though my personality differs from the people in my work group it seems to complement their personalities”[8] (PGC2) |
| • “I feel that I am an important part of my work group because I have such different skills and...” | • “I feel that I am an important part of my work group because I have such different skills and...” |
| Needs-supplies fit                                                                 | Demands-abilities fit                                                                 |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| • “I feel like I stand out in this organisation”[8] (POC4)                     | • “My abilities and training are a good fit with the requirements of my work group”[2] (PGD1) |
| • “The people in my work group rely on me because I have competencies that they do not have”[10] (PGC4) | • “My knowledge, skills and abilities provide a good fit with the needs the work group have of me”[2] (PGD2) |
| • “The people in my work group rely on me because I have competencies that they do not have”[10] (PGC4) | • “The match is very good between the demands of my work group and my skills”[2] (PGD3) |
| • “The attributes that I look for in an organisation are fulfilled very well by headspace”[1] (PON1) | • “The match is very good between the demands of my organisation and my personal skills”[1] (POD1) |
| • “Headspace gives me just about everything I want from an employing organisation”[1] (PON3) | • “My abilities and training are a good fit with the requirements of my work group”[2] (PGD1) |
| • “There is a good fit between what headspace offers me and what I am looking for in an organisation”[1] (PON1) | • “My knowledge, skills and abilities provide a good fit with the needs the work group have of me”[2] (PGD2) |
| • “I feel that my work group understand and listen to me”[11] (PGN1)            | • “The match is very good between the demands of my work group and my skills”[2] (PGD3) |
| • “My work group provides me with a variety of interesting things to do”[12] (PGN2) | • “I personally see opportunities to learn new things from my work group”[13] (PGN3) |
| • “I get the help and support I need from the people in my work group”[12] (PGN4) | • “There is a good fit between the demands of my organisation and my personal skills”[1] (POD1) |
my organisation places on me”[1]† (POD2)

Note. Original wording of the survey item altered for the current study. The reference after each item indicates the source upon which each particular survey item was based. Participants will be asked to rate their agreement with each item on a seven-point Likert scale, from strongly disagree to strongly agree. Consistency was obtained between items e.g., replacing the word “company” with “organisation” and “team” with “work group”. To apply these items to other organisations, supplement “headspace” with the organisation name of the study setting. *Reverse scored.
| P-O CFA          | Mean | S.D. | Residual variance | Factor Loading |
|------------------|------|------|-------------------|----------------|
| Values POV1      | 5.68 | 1.09 | 0.26              | 0.86           |
| Values POV2      | 5.88 | 0.99 | 0.38              | 0.79           |
| Values POV3      | 5.83 | 1.08 | 0.31              | 0.83           |
| Supplementary fit Goals POG1 | 5.86 | 0.97 | 0.47              | 0.73           |
| Supplementary fit Goals POG2 | 5.44 | 1.22 | 0.42              | 0.76           |
| Supplementary fit Goals POG4 | 5.69 | 1.03 | 0.43              | 0.76           |
| Personality POP1 | 5.66 | 1.08 | 0.31              | 0.83           |
| Personality POP2 | 5.16 | 1.23 | 0.37              | 0.79           |
| Personality POP3 | 5.74 | 1.09 | 0.46              | 0.73           |
| Uniqueness POC1  | 4.97 | 1.50 | 0.43              | 0.75           |
| Uniqueness POC2  | 4.83 | 1.50 | 0.30              | 0.83           |
| Uniqueness POC4  | 4.18 | 1.42 | 0.54              | 0.68           |
| Complementary fit Needs-supplies PON1 | 5.63 | 1.21 | 0.14              | 0.93           |
| Complementary fit Needs-supplies PON2 | 5.55 | 1.19 | 0.33              | 0.82           |
| Complementary fit Needs-supplies PON3 | 5.10 | 1.45 | 0.26              | 0.86           |
| Demands-abilities POD1 | 5.76 | 1.05 | 0.22              | 0.89           |
| Demands-abilities POD2 | 5.97 | 0.99 | 0.56              | 0.66           |
| Demands-abilities POD3 | 5.87 | 1.02 | 0.49              | 0.71           |

| P-G CFA          | Mean | S.D. | Residual variance | Factor Loading |
|------------------|------|------|-------------------|----------------|
| Supplementary fit Values PGV1 | 5.40 | 1.11 | 0.38              | 0.79           |
| Supplementary fit Values PGV2 | 5.62 | 0.97 | 0.22              | 0.88           |
|          | PGV3   | 5.63 | 1.04 | 0.14 | 0.93 |
|----------|--------|------|------|------|------|
| Goals    | PGG1   | 5.42 | 1.32 | 0.40 | 0.77 |
|          | PGG2   | 5.28 | 1.26 | 0.39 | 0.78 |
|          | PGG3   | 5.59 | 1.08 | 0.33 | 0.82 |
| Personality | PGP1 | 5.55 | 0.96 | 0.21 | 0.89 |
|          | PGP2   | 5.40 | 1.12 | 0.26 | 0.86 |
|          | PGP3   | 5.62 | 0.94 | 0.12 | 0.94 |
| Complementary fit | PGC1 | 4.89 | 1.46 | 0.44 | 0.75 |
| Uniqueness | PGC3 | 5.09 | 1.41 | 0.30 | 0.84 |
|          | PGC4   | 4.99 | 1.55 | 0.40 | 0.77 |

*Note.* Statistics reported to two decimal places; Factor loading is standardised.

S.D – standard deviation.