

**HOW PEOPLE FIT IN AT WORK: A SYSTEMATIC REVIEW OF THE ASSOCIATION BETWEEN PERSON-ORGANISATION  
AND PERSON-GROUP FIT WITH STAFF OUTCOMES IN HEALTHCARE**

Supplementary File

The following Supplementary File includes three appendices to complement the main document, with titles as follows:

Appendix 1: Complete Search Strategy

Appendix 2: Quality Assessment Tool Ratings of Articles Included in Systematic Review

Appendix 3: Information About Included Articles from the Systematic Review

## APPENDIX 1: Complete Search Strategy

Please see below for the search terms used to complete the searches for each electronic database. These are CINAHL Complete (**Table 1**), EMBASE (**Table 2**), Ovid MEDLINE (**Table 3**), PsycINFO (**Table 4**) and SCOPUS (**Table 5**).

### Table 1 CINAHL Complete search strategy

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- |   |   |
|---|---|
| 1 | (MH "Job Satisfaction") OR (MH "Personnel Turnover") OR (MH "Attitude of Health Personnel+") OR (MH "Personnel Retention") OR (MH "Personnel, Health Facility+") OR (MH "Burnout, Professional+")   |
| 2 | (Burnout OR staff outcome* OR job satisfaction OR staff satisfaction OR employee satisfaction OR employee outcome* OR retention OR staff recognition OR employee recognition OR intention to stay OR intention to leave OR debrief* OR intent to turnover OR turnover intention OR organi*ation* commitment OR stress OR work attitude OR occupational hazard* OR collegiality OR working relationship* OR teamwork OR collaboration)   |
| 3 | 1 OR 2  |
| 4 | (Health organi*ation* OR hospital* OR health facilit* OR acute care OR primary care OR primary health care OR health context OR health setting OR health service OR health*care OR tertiary care or nurse* or health profession* or doctor or GP or physician* or dentist* or health or health care service* or gyn*ecologist* or h*ematologist* or internist* or obstetrician* or p*ediatrician* or pharmacist* or physiotherapist* or psychiatrist* or psychologist* or radiologist* or surgeon* or surgery or therapist* or counse*lor* or neurologist* or optometrist*) |
| 5 | (person-organi*ation fit or person organi*ation fit or supplementary fit or complementary fit or needs-supplies fit or supplies-values fit or demands-abilities fit or supplementary congruence or complementary congruence or similarity fit or value congruence or goal congruence or personality congruence or person-group fit or person-team fit)  |
| 6 | 3 AND 4 AND 5   |
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### Table 2. EMBASE search strategy

- 
- |   |   |
|---|---|
| 1 | (person-organi*ation fit or person organi*ation fit or supplementary fit or complementary fit or needs-supplies fit or supplies-values fit or demands-abilities fit or supplementary congruence or complementary congruence or similarity fit or value congruence or goal congruence or personality congruence or person-group fit or person-team fit).mp. [mp=title, abstract, heading word, drug trade name, original title, device manufacturer, drug manufacturer, device trade name, keyword, floating |
|---|---|
-

	subheading]
2	(person adj3 group).ti,ab.
3	(person adj3 organi*ation).ti,ab.
4	1 OR 2 OR 3
5	(Health organi*ation* or hospital* or health facilit* or acute care or primary care or primary health care or health context or health setting or health service or health*care or tertiary care or nurse* or health profession* or doctor or GP or physician* or dentist* or health or health care service* or gyn*ecologist* or h*ematologist* or internist* or obstetrician* or p*ediatrician* or pharmacist* or physiotherapist* or psychiatrist* or psychologist* or radiologist* or surgeon* or surgery or therapist* or counse*lor* or neurologist* or optometrist*).mp. [mp=title, abstract, heading word, drug trade name, original title, device manufacturer, drug manufacturer, device trade name, keyword, floating subheading]
6	exp health care facility/
7	exp health care delivery/
8	5 OR 6 OR 7
9	(Burnout or staff outcome* or job satisfaction or staff satisfaction or employee satisfaction or employee outcome* or retention or staff recognition or employee recognition or intention to stay or intention to leave or debrief* or intent to turnover or turnover intention or organi*ation* commitment or stress or work attitude or occupational hazard* or collegiality or working relationship* or teamwork or collaboration).mp. [mp=title, abstract, heading word, drug trade name, original title, device manufacturer, drug manufacturer, device trade name, keyword, floating subheading]
10	Exp health personnel attitude/
11	job satisfaction/
12	stress/
13	burnout/
14	9 OR 10 OR 11 OR 12 OR 13
15	4 AND 8 AND 14

**Table 3. Ovid MEDLINE search strategy**

1	(person-organi*ation fit or person organi*ation fit or supplementary fit or complementary fit or needs-supplies fit or supplies-values fit or demands-abilities fit or supplementary congruence or complementary congruence or similarity fit or value congruence or goal congruence or personality congruence or person-group fit or person-team fit).mp. [mp=title, abstract, heading word, drug trade name, original title, device manufacturer, drug manufacturer, device trade name, keyword, floating subheading]
2	(person adj3 group).ti,ab.
3	(person adj3 organi*ation).ti,ab.
4	1 OR 2 OR 3
5	(Health organi*ation* or hospital* or health facilit* or acute care or primary care or primary health care or health context or health setting or health service or health*care or tertiary care or nurse* or health profession* or doctor or GP or physician* or dentist* or health or health care service* or gyn*ecologist* or h*ematologist* or internist* or obstetrician* or p*ediatician* or pharmacist* or physiotherapist* or psychiatrist* or psychologist* or radiologist* or surgeon* or surgery or therapist* or counse*lor* or neurologist* or optometrist*).mp. [mp=title, abstract, heading word, drug trade name, original title, device manufacturer, drug manufacturer, device trade name, keyword, floating subheading]
6	“Delivery of Health Care”/
7	5 OR 6
8	(Burnout or staff outcome* or job satisfaction or staff satisfaction or employee satisfaction or employee outcome* or retention or staff recognition or employee recognition or intention to stay or intention to leave or debrief* or intent to turnover or turnover intention or organi*ation* commitment or stress or work attitude or occupational hazard* or collegiality or working relationship* or teamwork or collaboration).mp. [mp=title, abstract, heading word, drug trade name, original title, device manufacturer, drug manufacturer, device trade name, keyword, floating subheading]
9	job satisfaction/
10	Stress, psychological/
11	Burnout, professional/
12	Personnel turnover/
13	Interprofessional relations/
14	8 OR 9 OR 10 OR 11 OR 12 OR 13
15	4 AND 7 AND 14

**Table 4. PsycINFO search strategy**

1	(person-organi*ation fit or person organi*ation fit or supplementary fit or complementary fit or needs-supplies fit or supplies-values fit or demands-abilities fit or supplementary congruence or complementary congruence or similarity fit or value congruence or goal congruence or personality congruence or person-group fit or person-team fit).mp. [mp=title, abstract, heading word, drug trade name, original title, device manufacturer, drug manufacturer, device trade name, keyword, floating subheading]
2	(person adj3 group).ti,ab.
3	(person adj3 organi*ation).ti,ab.
4	1 OR 2 OR 3
5	(Health organi*ation* or hospital* or health facilit* or acute care or primary care or primary health care or health context or health setting or health service or health*care or tertiary care or nurse* or health profession* or doctor or GP or physician* or dentist* or health or health care service* or gyn*ecologist* or h*ematologist* or internist* or obstetrician* or p*ediatrician* or pharmacist* or physiotherapist* or psychiatrist* or psychologist* or radiologist* or surgeon* or surgery or therapist* or counse*lor* or neurologist* or optometrist*).mp. [mp=title, abstract, heading word, drug trade name, original title, device manufacturer, drug manufacturer, device trade name, keyword, floating subheading]
6	Exp health care delivery/
7	5 OR 6
8	(Burnout or staff outcome* or job satisfaction or staff satisfaction or employee satisfaction or employee outcome* or retention or staff recognition or employee recognition or intention to stay or intention to leave or debrief* or intent to turnover or turnover intention or organi*ation* commitment or stress or work attitude or occupational hazard* or collegiality or working relationship* or teamwork or collaboration).mp. [mp=title, abstract, heading word, drug trade name, original title, device manufacturer, drug manufacturer, device trade name, keyword, floating subheading]
9	Exp health personnel attitudes/
10	Exp job satisfaction/
11	Exp occupational stress/
12	Exp employee turnover/
13	8 OR 9 OR 10 OR 11 OR 12

**Table 5. SCOPUS search strategy**

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TITLE-ABS-KEY(("person-organi\*ation fit" OR "person organi\*ation fit" OR "supplementary fit" OR "complementary fit" OR "needs-supplies fit" OR "supplies-values fit" OR "demands-abilities fit" OR "supplementary congruence" OR "complementary congruence" OR "similarity fit" OR "value congruence" OR "goal congruence" OR "personality congruence" OR "person-group fit" OR "person-team fit") AND ("Health organi\*ation\*" OR "hospital\*" OR "health facilit\*" OR "acute care" OR "primary care" OR "primary health care" OR "health context" OR "health setting" OR "health service" OR "health\*care" OR "tertiary care" OR "nurse\*" OR "health profession\*" OR "doctor" OR "GP" OR "physician\*" OR "dentist\*" OR "health" OR "health care service\*" OR "gyn\*ecologist\*" OR "h\*ematologist\*" OR "internist\*" OR "obstetrician\*" OR "p\*ediatrician\*" OR "pharmacist\*" OR "physiotherapist\*" OR "psychiatrist\*" OR "psychologist\*" OR "radiologist\*" OR "surgeon\*" OR "surgery" OR "therapist\*" OR "counse\*lor\*" OR "neurologist\*" OR "optometrist\*") AND ("Burnout" OR "staff outcome\*" OR "job satisfaction" OR "staff satisfaction" OR "employee satisfaction" OR "employee outcome\*" OR "retention" OR "staff recognition" OR "employee recognition" OR "intention to stay" OR "intention to leave" OR "debrief\*" OR "intent to turnover" OR "turnover intention" OR "organi\*ation\* commitment" OR "stress" OR "work attitude" OR "occupational hazard\*" OR "collegiality" OR "working relationship\*" OR "teamwork" OR "collaboration"))

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## APPENDIX 2: Quality Assessment Tool Ratings of Articles Included in Systematic Review

Reference	Abstract and title	Introduction and aims	Method and data	Sampling	Data analysis	Ethics and bias	Results	Transferability/generalizability	Usefulness	Total
Bao Y, Vedina R, Moodie S, and Dolan S. (2013) <i>Journal of Advanced Nursing</i> . 69(3):631-641.	4	4	4	4	4	4	4	4	4	36
Bellou V. (2009) <i>Employee Relations</i> . 31(5):455-470.	4	4	4	4	4	2	4	4	4	34
Boon C, and Biron M. (2016) <i>Human Relations</i> . 69(12):2177-2200.	4	3	4	4	4	2	3	4	4	32
Cha J, Chang YK, and Kim T-Y. (2014) <i>Journal of Business Ethics</i> . 123(1):57-69.	4	4	4	4	4	2	4	4	4	34
Cooper-Thomas HD, and Poutasi C.(2011) <i>Asia Pacific Journal of Human Resources</i> . 49(2):180-192.	4	4	4	4	4	4	4	3	4	35
Dotson MJ, Dave	3	2	2	3	3	1	3	3	3	23

Reference	Abstract and title	Introduction and aims	Method and data	Sampling	Data analysis	Ethics and bias	Results	Transferability/generalizability	Usefulness	Total
DS, Cazier JA, and Spaulding TJ. (2014) <i>Journal of Nursing Administration</i> . 44(2):111-116.										
Findik M, Ögüt A, and Çağlıyan V. (2013) <i>Mediterranean Journal of Social Sciences</i> . 4(11):434-440.	4	2	2	3	3	1	3	3	2	23
Gates MG, and Mark BA. (2012) <i>Research in Nursing and Health</i> . 35(3):265-276.	3	4	4	4	4	2	4	3	4	32
Gillet N, Fouquereau E, Coillot H, et al. (2018) <i>Journal of Advanced Nursing</i> . 74(5):1208-1219.	4	4	4	3	4	3	4	3	4	33

Reference	Abstract and title	Introduction and aims	Method and data	Sampling	Data analysis	Ethics and bias	Results	Transferability/generalizability	Usefulness	Total
Gregory ST and Menser T. (2015) <i>Journal of healthcare management / American College of Healthcare Executives.</i> 60(2):133-148.	3	3	2	2	4	1	4	2	2	23
Hatton C, Rivers M, Mason H, et al. (1999) <i>Journal of Intellectual Disability Research.</i> 43(3):206-218.	4	4	3	3	4	1	3	3	4	29
Kalliath TJ, Bluedorn AC, and Strube MJ. (1999) <i>Journal of Organizational Behavior.</i> 20(7):1175-1198.	4	4	3	4	4	4	3	4	4	34
Lamiani G, Dordoni P, and Argentero P. (2018) <i>Stress and Health.</i> 34(1):135-142.	3	4	4	3	4	4	4	3	4	33

Reference	Abstract and title	Introduction and aims	Method and data	Sampling	Data analysis	Ethics and bias	Results	Transferability/generalizability	Usefulness	Total
Lee S and Jang E. (2017) <i>Journal of Engineering and Applied Sciences</i> . 12(14):3767-3778.	3	4	4	3	4	1	4	3	4	30
Leiter MP, Day A, and Price L. (2015) <i>Burnout Research</i> . 2(1):25-35.	4	2	3	3	3	4	3	4	4	30
Leiter MP, Frank E, and Matheson TJ. (2009) <i>Canadian Family Physician</i> . 55(12):1224-1226.	3	4	4	4	3	2	3	4	4	31
Leiter MP, Gascon S, and Maru'nez-Jarreta B. (2010) <i>Journal of Applied Social Psychology</i> . 40(1): 57-75.	3	4	4	4	4	3	4	4	4	34

Reference	Abstract and title	Introduction and aims	Method and data	Sampling	Data analysis	Ethics and bias	Results	Transferability/generalizability	Usefulness	Total
Leiter MP, Jackson NJ, and Shaughnessy K. (2009) <i>Journal of Nursing Management</i> . 17(1):100-109.	4	4	4	3	4	2	4	2	4	31
Leiter MP. (2008) <i>Giornale Italiano di Medicina del Lavoro Ed Ergonomia</i> . 30(1 Suppl A):A52-58.	4	3	3	4	3	2	1	3	3	26
Reh fuss MC, Gambrell CE, and Meyer D. (2012) <i>The Career Development Quarterly</i> . 60(2):145-151.	4	4	4	3	4	4	4	3	4	34
Ren T, and Hamann DJ. (2015) <i>Personnel Review</i> . 44(4):550-566.	3	4	4	3	4	3	4	4	4	33
Ren T. (2013) <i>Journal of Business Ethics</i> . 112(2):213-224.	4	4	4	3	4	2	3	3	4	31
Risman KL, Erickson RJ, and	4	4	4	3	4	1	3	3	4	30

Reference	Abstract and title	Introduction and aims	Method and data	Sampling	Data analysis	Ethics and bias	Results	Transferability/generalizability	Usefulness	Total
Diefendorff JM. (2016) <i>Applied Nursing Research</i> . 31:121-125.										
Schmidt KH. (2010) <i>International Journal of Nursing Studies</i> . 47(7):855-863.	4	4	4	3	3	2	4	4	4	32
Shao J, Tang L, Wang X et al. (2018) <i>Journal of Nursing Management</i> . 26(8):1091-1099.	4	4	4	3	4	1	4	3	4	31
Somers MJ. (2010) <i>Journal of Occupational and Organizational Psychology</i> . 83(2):443-453.	3	4	4	3	4	1	4	3	4	30
Verplanken B. (2004) <i>International Journal of Nursing Studies</i> . 41(6):599-605.	4	4	4	4	4	1	4	3	3	31
Zhang M, Yan F, Wang W, and Li G. (2017) <i>BMJ</i>	4	4	4	3	4	4	4	4	4	35

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<b>Reference</b>	<b>Abstract and title</b>	<b>Introduction and aims</b>	<b>Method and data</b>	<b>Sampling</b>	<b>Data analysis</b>	<b>Ethics and bias</b>	<b>Results</b>	<b>Transferability/ generalizability</b>	<b>Usefulness</b>	<b>Total</b>
<hr/> <i>Open. 7(2).</i> <hr/>										

### APPENDIX 3. Information About Included Articles from the Systematic Review

Reference	Study objectives/hypotheses/ research questions related to systematic review	Study design	Context; type of participants; number of participants	PO/PG fit?*; type of fit studied; findings direction; staff outcome	Key findings
Bao Y, Vedina R, Moodie S, and Dolan S. (2013) <i>Journal of Advanced Nursing</i> . 69(3):631-641.	Value incongruence will be positively related to burnout, turnover intention and accident propensity, and negatively related to self-rated health. Moreover, it was hypothesised that burnout mediates the relationship between value incongruence and self-rated health/turnover intention/accident propensity. (see p. 633-634)	Quantitative; cross-sectional	Large university hospital; nurses; 234	PO; value congruence; self-rated health, turnover intention, accident propensity, burnout; partly positive	“Of the three value axes, Economical and Ethical value incongruence are correlated with burnout. This suggests that hypothesis H1 is supported on these two axes. Moreover, Emotional and Ethical value incongruence were correlated with accident propensity. Thus, hypothesis H4a was supported on these two axes. All three types of value incongruence were correlated with turnover intention (hypothesis H3a fully confirmed), but none of them was related to health (H2a rejected).” (p. 635-636)
Bellou V. (2009) <i>Employee Relations</i> . 31(5):455-470.	“This study is an attempt to explore the effect that value congruence between employees and public organizations has on exit, voice, loyalty, and neglect (EVLN) displayed by the former ... This study expects to reveal the mediating role of job satisfaction in the relationship between P-O fit and these responses.” (p. 456)	Quantitative; cross-sectional	Three public hospitals; medical, nursing and administration staff; 125	PO; supplementary value congruence; exit, voice, loyalty and neglect (EVLN), and job satisfaction; partly positive	“The greater the P-O fit, the higher the job satisfaction and the loyalty. On the contrary, the relationship between P-O fit and neglect is negative whereas between P-O fit and exit and voice is non-significant.” (p. 463, statistics excluded from quote)
Boon C, and Biron M. (2016) <i>Human Relations</i> . 69(12):2177-	“We examine the role of leader-member exchange in the relationship between two types of person-environment fit over	Quantitative; longitudinal	Elderly care organisation; nurses, therapists, physicians and	PO; supplementary value congruence; turnover; nil	PO fit was significantly correlated with needs-supplies and demands-abilities fit, but were not significantly correlated with actual turnover (p. 2188)

2200.	time: person–organization and person–job fit, and subsequent turnover” (p. 2177)		support staff; 160		
Cha J, Chang YK, and Kim T-Y. (2014) <i>Journal of Business Ethics</i> . 123(1):57-69.	“Hypothesis 3a Organizational citizenship and caring behavior will decrease as personal prosocial identity increases toward organizational prosocial identity and will increase as personal prosocial identity exceeds organizational prosocial identity. Hypothesis 3b Organizational citizenship and caring behavior will be higher when personal and organizational prosocial identities are both high than when both are low.” (p. 61)	Quantitative; cross-sectional	104 hospitals; doctors, nurses, administrative staff; 589	PO; supplementary personality and value congruence; organizational citizenship behaviour (OCB), caring behaviour; positive	“Hypothesis 3a was supported only for OCBI and caring behavior ... Hypothesis 3b was supported” (p. 64-65) OBCI=OBC towards individuals (rather than organisations)
Cooper-Thomas HD, and Poutasi C.(2011) <i>Asia Pacific Journal of Human Resources</i> . 49(2):180-192.	“Research question 1: Is PJ fit or PO fit the more important predictor of (a) job satisfaction and (b) organizational commitment? Research question 2: Which mediated path is the strongest predictor of intent to quit?” (p. 183)	Quantitative; cross-sectional	Different contexts; Pacific health care workers with various roles, eg, nursing, administration, management (heritage from a Pacific Island, have higher rates of chronic illness than other ethnic groups); 99	PO; complementary and supplementary (but it is unspecified which component of supplementary fit is being examined); job satisfaction, organisational commitment, intention to quit; positive	PO fit was significantly positively correlated with job satisfaction and organisational commitment, and significantly negatively correlated with intention to quit. Job satisfaction and organizational commitment themselves also have significant direct effects on intention to quit.
Dotson MJ, Dave DS, Cazier JA, and Spaulding TJ. (2014) <i>Journal of</i>	Measured the effect of value congruence on intention to leave the job and the nursing profession, and job satisfaction	Quantitative; cross-sectional	Various nursing contexts, eg, hospital, administration,	PO, PG; supplementary value congruence; intention to leave job, intention	As expected, value congruence was significantly positively associated with job satisfaction, and negatively associated with intention to leave the job. However

<i>Nursing Administration.</i> 44(2):111-116.			doctors office, school. In rural and urban environments; nurses; 861	to leave profession, job satisfaction; partly positive	unexpectedly it was also significantly <i>positively</i> associated with intention to leave the nursing profession
Findik M, Öğüt A, and Çağlıyan V. (2013) <i>Mediterranean Journal of Social Sciences.</i> 4(11):434-440.	“To study the relationships between the level of person-organization fit, the level of job satisfaction, and the levels of turnover intentions.” (p. 436)	Quantitative; cross-sectional	Doctors and professors working in internal medicine, surgical or basic medicine areas; health personnel; 128	PO, PG; PO: supplementary value congruence, knowledge, skills and abilities (KSAs), personality. PG: supplementary value congruence; job satisfaction, turnover intent; positive	The study reported a statistically significant relationship between PO fit and both job satisfaction and turnover intent
Gates MG, and Mark BA. (2012) <i>Research in Nursing and Health.</i> 35(3):265-276.	“The greater the diversity based on values, the more negative the outcomes.” (p. 267)	Quantitative; longitudinal	Participants included in the final study worked in 239 units from 133 hospitals; nurses; 1,450	PG; supplementary value congruence; job satisfaction, intent to stay; positive	“The less similar nurses perceived themselves to be relative to others in their unit in terms of values (eg, greater perceived value diversity), the less likely they were to be satisfied with their jobs and the less likely they were to report intent to stay in their current position” (p. 272)
Gillet N, Fouquereau E, Coillot H, et al. (2018) <i>Journal of Advanced Nursing.</i> 74(5):1208-1219.	That value congruence would be positively related to nurse job satisfaction, and that this may be mediated by needs satisfaction. It was also hypothesised that nurses’ job satisfaction would be positively associated with quality of care and negatively associated with intention to quit.	Quantitative; cross-sectional	Nurses from 11 oncology units; 144	PO; supplementary value congruence; positive	The statistical analyses found that value congruence positively predicts nurses’ job satisfaction, and that job satisfaction was positively associated with quality of care and negatively with turnover intentions.
Gregory ST and Menser T. (2015) <i>Journal of healthcare</i>	“This study is an opportunity to develop and test the theory for burnout in the primary care setting; specifically, it will	Quantitative; longitudinal	Ambulatory units: primary care physicians; 153 (97 at baseline, 91 at	PO; supplementary value congruence; burnout; positive	It was reported that values were significantly association with all three aspects of burnout (emotional exhaustion, depersonalization, and self-efficacy, which is defined as the level of

<i>management / American College of Healthcare Executives.</i> 60(2):133-148.	determine the applicability of the AWS model in measuring burnout for primary care physicians.” (p. 137)		the 3-month follow-up, and 56 at the final 6-month follow-up) representing 244 total responses		personal accomplishment one feels with respect to their work). <sup>2,13,14</sup>
Hatton C, Rivers M, Mason H, et al. (1999) <i>Journal of Intellectual Disability Research.</i> 43(3):206-218.	“To investigate relationships between person± organization ‘fit’ and staff outcomes. If the theory is correct, greater person±organization ‘fit’ should be associated with better staff outcomes across a range of indices.” (p. 43)	Quantitative; cross-sectional	UK services for people with intellectual disabilities (village, community residential, education and community teams); staff at all levels, eg, administrative, domestic, managerial and therapeutic staff; 450	PO; NA; job stress, job search behaviour, intention to leave, sick leave behaviour, work satisfaction; partly positive	“Higher levels of general stress were strongly associated with poorer person-organization fit on the organization culture dimension of tolerant/ staff-oriented. Greater job strain was strongly associated with poorer person-organization fit on four dimensions ... Intention to leave was strongly associated with poorer person-organization fit on four organizational culture dimensions ... Actual job search behaviour and sick leave in the previous 6 months were not strongly associated with any dimension of organizational culture. Finally, higher levels of work satisfaction were very strongly associated with better person-organization fit on all nine dimensions of organizational culture” (p. 43)
Kalliath TJ, Bluedorn AC, and Strube MJ. (1999) <i>Journal of Organizational Behavior.</i> 20(7):1175-1198.	“The greater the congruence between individuals' (a) internal process (b) open systems (c) human relations, and (d) rational goal values and their perceptions of (a) internal process (b) open systems (c) human relations, and (d) rational goal values in the organization, respectively, the higher their levels of organizational commitment ... [and] job satisfaction” (p. 1181)	Quantitative; cross-sectional	Two hospitals; executives, middle managers, first-line supervisors, employees, resident physicians, contract workers; 1358	PO; value congruence; job satisfaction, organisational commitment; positive	There were significant positive intercorrelations between value congruence on the one hand, and job satisfaction and organisational commitment on the other. Moreover, “These results indicate weak support for the four congruence hypotheses predicting organizational commitment ... [and] predicting job satisfaction” (p. 1189)

Lamiani G, Dordoni P, and Argentero P. (2018) <i>Stress and Health</i> . 34(1):135-142.	To investigate if moral distress mediated the relationship between clinicians' value congruence and depression	Quantitative; cross-sectional	Seven intensive care units in a hospital; physicians, nurses and residents; 181	PO; supplementary value congruence; positive	Value congruence had a significant effect on depression, mediated by moral distress
Lee S and Jang E. (2017) <i>Journal of Engineering and Applied Sciences</i> . 12(14):3767-3778.	That PO fit perceptions will have a unique positive relationship with organizational commitment and job satisfaction	Quantitative; cross-sectional	Hospital, pharmacy, and other non-health settings; 199	PO; supplementary value congruence; positive	PO has unique, statistically significant positive relationships with organisational commitment and job satisfaction
Leiter MP, Day A, and Price L. (2015) <i>Burnout Research</i> . 2(1):25-35.	“To examine the contribution of attachment dimensions to predicting burnout beyond measures of workload, value congruence, and coworker incivility” (p. 31-32)	Quantitative; cross-sectional	Hospital; managers and front-line staff from many professions; 1624	PO; supplementary value congruence; burnout; positive	“The contribution of attachment styles to a model of burnout based on workload and value congruence emphasizes the importance of considering employees’ understanding of their social context” (p.34) ... value congruence was significantly associated with all other variables
Leiter MP, Frank E, and Matheson TJ. (2009) <i>Canadian Family Physician</i> . 55(12):1224-1226.	“Values and manageable workload would interact differently for women and men when predicting burnout.” (p. 1225.e1)	Quantitative; cross-sectional	NA (online survey); physicians; 2536	PO; supplementary value congruence; burnout; positive	“Values congruence predicted exhaustion and cynicism for men and women (P = .001)” (p. 1225e2) ... “The results also confirmed that workload and values congruence interact differently for women and men.” (p. 1225e4)
Leiter MP, Gascon S, and Maru'nez-Jarreta B. (2010) <i>Journal of Applied Social Psychology</i> . 40(1): 57-75.	“The study evaluates a structural equation model in which the three aspects of burnout— exhaustion, cynicism, and efficacy—mediate the relationship of the work environment with employees’ evaluation of organizational change” (p. 57)	Quantitative; cross-sectional	Three hospitals in northern and Eastern Spain; nurses and physicians; 874; 603	PO; value congruence; burnout; positive	There was a significant negative correlation for both doctors and nurses value congruence with exhaustion and cynicism (components of burnout), and a significantly positive correlation with efficacy. (p. 66) ... “Second, value congruence was significantly related to all three aspects of relationships with work. The path from values to cynicism was relatively small in the modified model, indicating that most of that relationship was

					mediated through exhaustion in light of the large zero-order correlation between the two constructs. They are clearly related, but much of that relationship is associated with the energetic process captured by exhaustion. Together, the analysis supports the core constructs of the model.” (p. 70)
Leiter MP, Jackson NJ, and Shaughnessy K. (2009) <i>Journal of Nursing Management</i> . 17(1):100-109.	Authors expected there would be “a more powerful relationship of work values with generation than with organizational tenure. This contrast is central to the study’s focus on generation as a value position: the important point is not simply a nurses’ age or job tenure, but the inherent generational values.” (p. 103)	Quantitative; cross-sectional	Acute care facilities; nurses; 667	PO; supplementary value congruence; burnout, turnover intent; positive	“The analysis identified a greater person/organization value mismatch for Generation X nurses than for Baby Boomer nurses. Their greater value mismatch was associated with a greater susceptibility to burnout and a stronger intention to quit for Generation X nurses.” (p. 100)
Leiter MP. (2008) <i>Giornale Italiano di Medicina del Lavoro Ed Ergonomia</i> . 30(1 Suppl A):A52-58.	To test “the extent to which value congruence enhances the prediction of burnout beyond the prediction provided by demands and resources.” (p. A52)	Quantitative; cross-sectional	Tertiary hospitals, regional hospitals, community hospitals and other settings; nurses; 725	PO; value congruence; burnout; positive	There was a significant correlation between value congruence and each dimension of burnout ... For further analysis, “Only two correlated error terms were freed in the analysis: MBI-3 with MBI-4 and Control-1 with Control-2.” (p. A56) So values were not analysed in results.
Rehfluss MC, Gambrell CE, and Meyer D. (2012) <i>The Career Development Quarterly</i> . 60(2):145-151.	“We hypothesized that each type of fit would be positively related to counselor career satisfaction.” (p. 146)	Quantitative; cross-sectional	Various counselling and counselling education contexts; counsellors; 437	PO; supplementary value congruence; career satisfaction; positive	“P-O and N-S fit were both positively related to career satisfaction, and no relationship was found between career satisfaction and D-A fit.” (p. 149) Please note, N-S and D-A fit were measured for person-job fit, and are not considered further for this systematic review

Ren T, and Hamann DJ. (2015) <i>Personnel Review</i> . 44(4):550-566.	Examine how employee-organisation value congruence was related to the staff outcomes of satisfaction, turnover intent and organisational commitment at different levels of nursing.	Quantitative; cross-sectional	Nursing homes; nurses; 562	PO; supplementary value congruence; satisfaction, turnover intent and organisational commitment; positive	“Value congruence is found positively associated with nurses’ job satisfaction and organizational commitment, but negatively with turnover intention.” (p. 550)
Ren T. (2013) <i>Journal of Business Ethics</i> . 112(2):213-224.	“Organizational ownership moderates the relationship between employee–organization value congruence and employees’ (a) job satisfaction, (b) organizational commitment, and (c) intent to quit in a way that the effect is stronger among for-profit employees in comparison to the nonprofit counterparts.” (p. 215)	Quantitative; cross-sectional	23 non-profit and 7 for-profit nursing homes; registered nurses, licenced practicing nurses, certified nursing assistants; 407	PO; value congruence; Job satisfaction, Organisational commitment, intention to quit; positive	“Employees’ value congruence has a positive relationship with employees’ self-rating on job satisfaction (p < 0.01, two-tailed test), organizational commitment (p < 0.01, two-tailed test), and a negative relationship with intent to quit (p < 0.01, two-tailed test) ... in general, value congruence improves the three aspects of job attitudes across different ownership types of organization, and among two out of the three cases the effect appears to be stronger in for-profit organizations” (p. 221-222)
Risman KL, Erickson RJ, and Diefendorff JM. (2016) <i>Applied Nursing Research</i> . 31:121-125.	“This study investigates the relationship of perceived value congruence with ... job satisfaction ... [it is hypothesised that] value congruence will be positively related to nurses’ job satisfaction.” (p. 122)	Quantitative; cross-sectional	Hospital; nurses; 753	PO; supplementary value congruence (although one item unintentionally measures goal congruence); job satisfaction; positive	Perceived value congruence was significantly correlated with job satisfaction

Schmidt KH. (2010) <i>International Journal of Nursing Studies</i> . 47(7):855-863.	“Goal incongruence is expected to be positively related to indicators of job strain.” (p. 857)	Quantitative; longitudinal	Six nursing homes; employees in the nursing homes; 242	PO; goal congruence; burnout, psychosomatic complaints, absenteeism; positive	Goal incongruence was significantly correlated with all outcome variables ... “the results show that the perceived mismatch between personal and organizational goals is positively related to a broad spectrum of indicators of strain that includes both self-report measures (exhaustion, depersonalization, psychosomatic complaints) and measures of absenteeism covering a period of 12 months after the administration of questionnaires.” (p. 860)
Shao J, Tang L, Wang X et al. (2018) <i>Journal of Nursing Management</i> . 26(8):1091-1099.	To explore the relationship between work environment, value congruence and work-related outcomes	Quantitative; cross-sectional	Nationwide; nurses; 19149	PO; supplementary value congruence; positive	The results showed that value congruence was positively associated with job satisfaction, and negatively associated with burnout and turnover intention
Somers MJ. (2010) <i>Journal of Occupational and Organizational Psychology</i> . 83(2):443-453.	“The level of person–organization value congruence for highly committed employees, those with an AC–NC dominant profile, and those with an AC dominant profile is significantly greater than is the level of person–organization value congruence for the other commitment profiles.” (p. 447). AC= affective commitment; NC=normative commitment	Quantitative; longitudinal	Hospital in an urban area; employees directly involved in patient care; 572	PO; supplementary value congruence; organisational commitment, turnover intent, turnover, absenteeism; partly positive	Value congruence was significantly correlated with affective and normative commitment, turnover intention and turnover, but not absenteeism. The P-O fit hypothesis was supported such that “the AC–NC dominant profile had the highest levels of person-organization value- congruence followed by highly committed employees and those with an AC dominant profile. Although, the ordering of the means was as expected, it should be noted that the difference between highly committed employees and those with an AC dominant profile was not statistically significant.” (p. 450)

Verplanken B. (2004) <i>International Journal of Nursing Studies</i> . 41(6):599-605.	“The present study addressed the question how value congruence relates to job satisfaction” (p. 600)	Quantitative; cross-sectional	Hospital surgery ward; nurses; 56	PG; value congruence; job satisfaction, employee attitude, time pressure; positive	“It was expected that job satisfaction would be predicted by ward attitudes. The correlation between these two variables was indeed the largest, but human relations and rational goal value congruence were also significantly correlated with job satisfaction.” (p. 602) ... human relations value congruence was significantly correlated with ward attitude (p<.001) and job satisfaction (p<.05) (p. 603)
Zhang M, Yan F, Wang W, and Li G. (2017) <i>BMJ Open</i> . 7(2).	“This study aims to examine the mediation effect of job satisfaction on the relationship between P-O fit and turnover intention” (p. 1)	Quantitative; cross-sectional	Community health facility; community health workers; 656	PO; needs-supplies; turnover intent, job satisfaction; positive	PO fit was significantly positively associated with job satisfaction, and inversely correlated with turnover intent.

\*Included studies may have also measured other types of P-E fit eg, P-J or P-V fit, but this was not reported in this table as it is unrelated to the aims of the systematic review.