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Satisfaction Model of Indonesian Migrant Workers and Internship Participants in Taiwan's Tourism Sector: The Role of Competency Fit and Cross-Cultural Service Adaptation

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Abstract

This study aims to analyze the job satisfaction model of Indonesian migrant workers and internship participants in the tourism sector in Taiwan through the role of competency fit and cross-cultural service adaptation. This study employed a quantitative approach with a survey design involving 100 respondents selected through purposive sampling. The respondents were Indonesian migrant workers and internship participants working in hotels, restaurants, food and beverage services, and other tourism-related services in Taiwan, with a minimum work period of six months. Data were collected using a Likert-scale questionnaire ranging from 1 to 5 and analyzed using multiple linear regression. The instrument test results showed that all items were valid and reliable, with Cronbach's Alpha values for each variable above 0.70. The classical assumption tests also indicated that the data were normally distributed, with no multicollinearity and no indication of heteroscedasticity. The results showed that competency fit had a positive and significant effect on job satisfaction, with a t-value of 7.636 and a significance value of 0.000; therefore, the first hypothesis was accepted. In contrast, cross-cultural service adaptation did not have a significant effect on job satisfaction, with a t-value of 1.750 and a significance value of 0.083; therefore, the second hypothesis was rejected. Simultaneously, competency fit and cross-cultural service adaptation had a significant effect on job satisfaction, with an F-value of 78.700 and a significance value of 0.000. The Adjusted R Square value of 0.611 indicates that 61.1% of the variation in job satisfaction can be explained by the two variables. These findings confirm that competency fit is the dominant factor in shaping job satisfaction, while cross-cultural adaptation is not yet a direct determinant but still contributes to the overall model.

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Keywords: Cross-Cultural Service Adaptation; job satisfaction; competency; tourism; migrant workers.

INTRODUCTION

The international mobility of Indonesian workers to Taiwan has shown a continuously increasing trend, particularly in the tourism and service sectors, which have grown rapidly in recent years. Taiwan has become one of the main destinations for Indonesian migrant workers and internship participants due to its economic stability, demand for service-based labor, and the tourism industry's orientation toward customer experience (Aswatini, 2020). Data from the International Labour Organization (ILO) and the Indonesian Migrant Workers Protection Agency (BP2MI) also confirm that Taiwan has consistently ranked among the top five destination countries for Indonesian migrant workers, with a significant proportion employed in service sectors such as hotels, restaurants, and tourism services (Salsabilla, 2024). Along with post-pandemic recovery, the demand for foreign workers in Taiwan's tourism sector has continued to increase, making the quality of cross-cultural human resources a key factor in supporting the success of the industry (Kusuma et al., 2025).

Behind these opportunities, various challenges have emerged related to the job satisfaction of Indonesian migrant workers and internship participants. Several reports indicate mismatches between workers' competencies and job demands, difficulties in adapting to local work culture, and barriers in cross-cultural communication (Tambunan et al., 2024). Theoretically, migrant workers' job satisfaction tends to be lower when there is an imbalance between individual abilities and job demands, particularly in an unsupportive work environment (Kushariadi, 2025). In the context of the tourism sector, this issue becomes more complex because the work requires not only technical skills but also culture-based service abilities and sensitivity to tourist diversity (Noveria & K., 2021).

As a service-based industry, the tourism sector is highly dependent on the quality of its human resources. Workers' job satisfaction is an important factor that directly influences service quality, destination image, and the sustainability of the tourism industry itself. Workers with high levels of job satisfaction tend to demonstrate stronger commitment, optimal service performance, and greater loyalty to the organization (Amri, 2020). Conversely, job dissatisfaction can lead to negative impacts such as declining service quality, increasing cross-cultural workplace conflicts, and the formation of a negative image of Indonesian workers at the global level (Kurniawan, 2020).

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From a human resource management perspective, job satisfaction is understood as the result of an individual's evaluation of the alignment between expectations, abilities, and the realities of the work being performed. Therefore, migrant workers' job satisfaction is strongly influenced by their ability to adjust to job demands and cross-cultural work environments (Mulia et al., 2024). One important contributing factor is competency fit, namely the degree of compatibility between workers' knowledge, skills, and attitudes and the requirements of the job. A strong competency fit can increase self-confidence, work effectiveness, and job satisfaction, whereas a mismatch may create work pressure and prolonged dissatisfaction (Zulfikri & Kasmawati, 2025).

In addition, cross-cultural service adaptation is also a crucial factor in shaping the job satisfaction of migrant workers in the tourism sector. This industry requires intensive interaction with customers from diverse cultural backgrounds, so workers must be able to adapt to differences in language, values, norms, and communication styles within the work environment (Aldini, 2023). Effective cross-cultural adaptation not only improves the quality of service interactions but also helps workers reduce communication conflicts, enhance workplace comfort, and build harmonious work relationships.

The relationship between competency fit and cross-cultural adaptation indicates that migrant workers' job satisfaction cannot be understood partially. These two factors interact with each other in shaping the work experiences of migrant workers in the tourism sector. Workers who possess high competence but are unable to adapt culturally may still experience job dissatisfaction, and vice versa. However, studies that specifically integrate these two variables in the context of Indonesian migrant workers in Taiwan's tourism sector remain relatively limited. Most previous studies have focused more on labor protection aspects or cultural adaptation in general, without directly linking them to job satisfaction in a service-based tourism industry (Yanti et al., 2023).

Furthermore, the urgency of this study is strengthened by the practical need to improve the quality of Indonesian migrant worker placement abroad. An imbalance between competencies and job demands, along with low cultural adaptation ability, has the potential to reduce job satisfaction, increase work stress, and trigger labor turnover (Bairizki, 2020). In the context of national policy, this study is important as a basis for formulating more contextual strategies for competency development and cultural adaptation, thereby enhancing the competitiveness of Indonesian workers in the global tourism sector and supporting the sustainability of service-based industries (Ishak et al., 2025). Based on the discussion above, this

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study aims to analyze the influence of competency fit and cross-cultural service adaptation on the job satisfaction of Indonesian migrant workers and internship participants in Taiwan's tourism sector.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is an important construct in human resource management that describes an individual's positive emotional state as a result of evaluating their work experience (Afuan, 2023). In the context of migrant workers and interns, job satisfaction is not only influenced by job-related aspects, but also by cross-cultural dynamics, differences in work systems, and the gap between expectations and the reality of work in the destination country (Prayuda, 2025). In the tourism sector, job satisfaction is crucial because it is directly related to service quality, organizational commitment, and the sustainability of employment relationships (Wibowo, 2023).

Conceptually, job satisfaction is multidimensional, encompassing the work environment, social relationships, compensation, psychological conditions, and cultural adaptation ability (Abidin et al., 2024; Praditya, 2025). An inclusive work environment, harmonious interpersonal relationships, and a fair compensation system can increase job satisfaction, while job uncertainty and cultural barriers can reduce it (Anggraini, 2023). Therefore, job satisfaction serves as an important indicator in assessing the successful integration of migrant workers into an international work environment.

Competency Fit

Competency fit, or competency–job fit, refers to the degree of alignment between an individual's competencies, including knowledge, skills, and attitudes, and the demands of the job being performed (Kushariyadi, 2025). This concept emphasizes that alignment between individual characteristics and job requirements can improve work effectiveness and individual satisfaction. In the service-based tourism sector, competency fit becomes increasingly important because work requires not only technical abilities, but also service and communication skills in a cross-cultural environment (Asmara, 2025).

The dimensions of competency fit include technical competence, service competence, communication skills, and soft skills such as teamwork, empathy, and emotional management (Wahyudi, 2025). For interns, competency fit is also related to the relevance between educational background and job tasks, while for migrant workers it is associated with the selection and job

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placement process (Rodliyah, 2024). Good competency fit enables individuals to work more confidently and optimally, whereas a mismatch can lead to work stress, conflict, and decreased job satisfaction (Lutfiyah, 2020; Sari, 2024). Therefore, competency fit is a key factor in shaping a positive work experience.

Cross-Cultural Service Adaptation

Cross-cultural service adaptation refers to an individual's ability to adjust behavior, attitudes, and service patterns when working in a culturally different environment (Abdullah, 2023). In the tourism industry, this ability is essential because service quality is strongly influenced by the alignment of workers' behavior with the cultural norms and expectations of customers and the workplace environment. For Indonesian migrant workers and interns in Taiwan, cross-cultural adaptation functions not only as an adjustment mechanism but also as a determining factor in work success and job satisfaction (Saksono, 2025).

The dimensions of cross-cultural adaptation include communication adaptation, service behavior adaptation, and work attitude adaptation (Agustina, 2025; Retnowati, 2023). Communication adaptation involves the use of appropriate language and expressions; service behavior adaptation relates to the way services are delivered according to local norms; while work attitude adaptation includes the internalization of values such as discipline and responsibility. Strong adaptation skills can reduce acculturative stress and improve workplace comfort, whereas failure to adapt may lead to conflict and job dissatisfaction (Novianti, 2024; Simanjuntak, 2020). Therefore, cross-cultural adaptation serves as a bridge between individual competence and the demands of the work environment.

Taiwan Tourism

Taiwan's tourism sector is a strategic service industry that makes a significant contribution to the economy and absorbs cross-national labor, including Indonesian migrant workers (Siregar, 2023). This industry includes hospitality, restaurants, tourism transportation, and recreational services that are oriented toward service quality. Therefore, the success of this sector is largely determined by the quality of interaction between workers and customers (Raksapati, 2025).

The characteristics of the work environment in Taiwan's tourism sector include high operational standards, high work intensity, a disciplined and hierarchical work culture, and a multicultural workplace environment (Imam & Muhyidin, 2024; Lukito, 2022). In addition, workers are required to have flexibility and the ability to manage emotional pressure when dealing with

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customers (Halim, 2025). These conditions make the tourism sector a complex work context, where the alignment of competence and cross-cultural adaptation ability becomes a key factor in determining the job satisfaction of migrant workers and interns.

HYPOTHESIS DEVELOPMENT

From the perspective of Person–Environment Fit, job satisfaction is determined by the degree of alignment between individual characteristics and job demands (Atbar & Sos, 2025). Competency fit as a form of job fit reflects the extent to which an individual's knowledge, skills, and attitudes are aligned with job requirements. When migrant workers and interns possess competencies that match the standards of the tourism industry in Taiwan, they tend to be more capable of performing tasks effectively, have higher self-confidence, and experience lower work pressure. This is in line with Job Satisfaction Theory, which states that job satisfaction is formed through an individual's evaluation of the fit between work effort and work outcomes (Fadhilah et al., 2025). Empirically, Grasso (2024) showed that the fit between workers' abilities and job demands has a positive and significant effect on job satisfaction among foreign workers in Taiwan's service sector. Similar findings were also presented by Fernando (2025), who found that competency–job fit increases job satisfaction among international interns. Therefore, the higher the competency fit, the higher the job satisfaction perceived by migrant workers and interns.

H1: Competency fit has a positive and significant effect on the job satisfaction of Indonesian migrant workers and interns in the tourism sector in Taiwan.

Furthermore, based on Cross-Cultural Adaptation Theory, an individual's ability to adjust to a new cultural environment is an important factor in determining psychological comfort and job satisfaction (Syahputra, 2024). In the service-based tourism sector, cross-cultural service adaptation includes adjustments in communication, service behavior, and work attitudes according to local cultural norms. Migrant workers and interns who are able to adapt to the work and service culture in Taiwan tend to experience reduced acculturative stress, improved quality of workplace interactions, and greater comfort in performing their duties. Lee (2021) showed that cross-cultural adaptation has a significant effect on increasing job satisfaction among migrant workers in the hospitality industry. In addition, Tsang (2023) also found that cultural adaptation has a positive effect on migrant workers' job satisfaction. Therefore, the better the ability to adapt to cross-cultural service contexts, the higher the level of job satisfaction experienced.

H2: Cross-cultural service adaptation has a positive and significant effect on the job satisfaction of Indonesian migrant workers and interns in the tourism sector in Taiwan.

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Moreover, within the framework of Person–Environment Fit, job satisfaction is not influenced by a single factor alone, but is the result of the interaction between individual–job fit and individual–work environment fit, including cultural aspects (Atbar & Sos, 2025). Competency fit enables individuals to perform their duties optimally, while cross-cultural service adaptation helps individuals function effectively in a cross-cultural work environment. The combination of these two factors creates a more positive work experience, reduces work-related barriers, and enhances individual comfort and engagement within the organization. This is supported by Tsang (2023), who showed that adaptation and work environment factors simultaneously have a significant effect on migrant workers' job satisfaction, and is further strengthened by Grasso's (2024) findings regarding the importance of job fit. Therefore, the integration of competency fit and cross-cultural adaptation ability is expected to have a stronger effect on job satisfaction than the effect of each variable separately.

H3: Competency fit and cross-cultural service adaptation simultaneously have a significant effect on the job satisfaction of Indonesian migrant workers and interns in the tourism sector in Taiwan.

Based on the hypotheses above, the research framework is presented as follows.

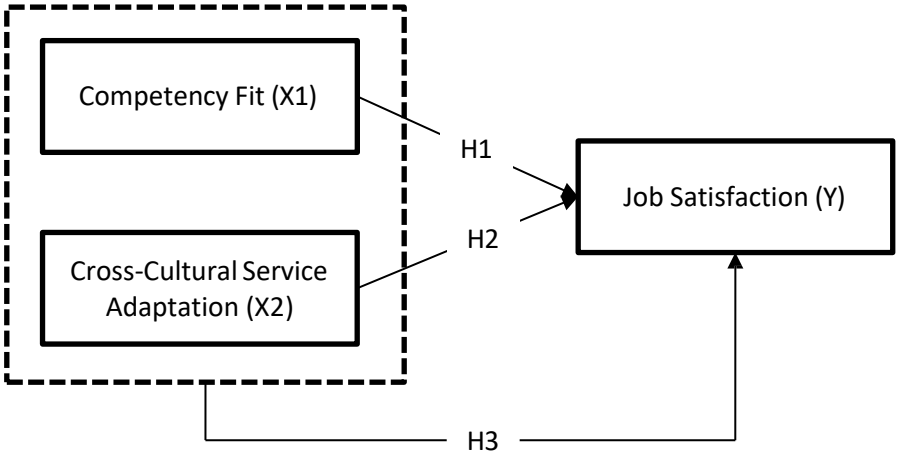


Figure 1. Research Conceptual Framework

RESEARCH METHOD

This study uses a quantitative approach to empirically examine the effect of competency fit and cross-cultural service adaptation on the job satisfaction of Indonesian migrant workers and interns in the tourism sector in Taiwan. The quantitative approach was selected because it enables objective measurement of variables and analysis of relationships among variables through

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systematic statistical techniques, allowing the research findings to achieve a high level of validity and reliability (Nugraha, 2024).

The population of this study consists of all Indonesian migrant workers and interns working in the tourism sector in Taiwan, including hotels, restaurants, food and beverage services, and other tourism-related services. Since the exact population size is unknown and geographically dispersed, the sampling technique used is non-probability sampling with a purposive sampling method based on specific criteria, namely: (1) being an Indonesian migrant worker or intern, (2) working in the tourism sector in Taiwan, (3) having a minimum work period of six months, and (4) being willing to participate as a respondent. The sample size determination refers to Slovin's formula with a 10% margin of error, resulting in a minimum sample of 100 respondents, which is considered representative for multivariate statistical analysis (Sugiyono, 2019). Respondents in this study serve as the primary data source through the completion of questionnaires containing statements related to the research variables, so they are expected to provide relevant and accurate information in accordance with the research objectives (Ardya, 2023).

The operationalization of research variables was developed to translate the constructs into indicators that can be measured quantitatively. The research variables consist of competency fit (X_1), cross-cultural service adaptation (X_2), and job satisfaction (Y), which are measured using a 1–5 Likert scale. The detailed operationalization of the variables is presented in the following table.

Table 1. Operationalization of Research Variables

Variable	Operational Definition	Dimension	Indicator	Scale
Competency Fit (X_1) (Fernando, Afrizal, & Pawirosumarto, 2025)	Competency fit refers to the degree of alignment between an individual's knowledge, skills, and abilities and job requirements that support work effectiveness and service quality.	1.Technical Competency	1.Technical skills are appropriate to the job tasks performed.	Likert 1–5
			2.Adequate technical ability in tourism-related work.	
		2.Language and Communication Competency	3.Language ability is suitable for the needs of tourist services.	
			4.Ability to communicate effectively with foreign tourists.	
		3.Job Knowledge Competency	5.Job knowledge is in accordance with tourism industry standards.	

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			6.Good understanding of workplace procedures.	
		4.Supporting Competency	7.Competencies possessed support service performance.	
			8.Training received is relevant to job needs.	
Cross-Cultural Service Adaptation (X_2) (Lee, 2021)	Cross-cultural service adaptation refers to an individual's ability to adjust behavior, communication, and interaction in a multicultural work environment to improve performance and reduce stress.	1.Communication Adaptation	1.Ability to adjust communication style to the local culture.	Likert 1–5
			2.Understanding of cultural differences in tourism services.	
			3.Ability to adjust body language when serving foreign customers.	
		2.Adaptation to Work Values and Norms	4.Understanding of work norms and ethics in Taiwan.	
			5.Ability to follow applicable work rules in the workplace.	
			6.Respect for cultural differences in the workplace.	
		3.Adaptation to Social Interaction at Work	7.Ability to interact well with coworkers from different cultural backgrounds.	
			8.Comfort in working within a multicultural environment.	
			9.Ability to build good working relationships with supervisors.	
Job Satisfaction (Y) (Grasso, 2024)	Job satisfaction is a positive affective condition that arises from an individual's evaluation of overall work	1.Satisfaction with the Job	1.Satisfaction with the current job being performed.	Likert 1–5
			2.The job provides valuable experience.	
			3.The job meets expectations.	
		2.Satisfaction with the	4.Satisfaction with the work environment.	

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	experience, including the job itself, the work environment, and the cross-cultural adaptation process.	Work Environment	5.Comfort in working in a cross-cultural environment.	
			6.Support from coworkers and supervisors.	
		3.Satisfaction with Work Experience	7.Satisfaction with work experience in Taiwan.	
			8.Work experience improves professional abilities.	
			9.Overall satisfaction with working in the tourism sector in Taiwan.	

Data analysis techniques were carried out through several stages, namely descriptive analysis to describe respondents' characteristics and data distribution, as well as instrument quality testing through validity and reliability tests using the criteria of item correlation value > r table and Cronbach's Alpha > 0.70. Furthermore, classical assumption tests were conducted, including normality, multicollinearity (VIF and tolerance), and heteroscedasticity tests to ensure the feasibility of the regression model. The analytical model used was multiple linear regression with the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

The multiple linear regression equation indicates that job satisfaction (Y) is influenced by competency fit (X_1) and cross-cultural service adaptation (X_2), where α represents the constant, β_1 and β_2 represent the effect coefficients of each variable, and ε represents the research error term. Hypothesis testing was conducted using the t-test to examine partial effects, the F-test to examine simultaneous effects, and the coefficient of determination (R^2) to determine the contribution of the independent variables to job satisfaction at a 5% significance level.

RESEARCH FINDINGS

The results of the data analysis were based on questionnaires collected from 100 Indonesian migrant workers and internship participants in the tourism sector in Taiwan. The analysis was conducted descriptively and inferentially to describe the characteristics of the respondents and to examine the influence of the research variables. The findings were then discussed to explain the relationship among competency fit, cross-cultural service adaptation, and job satisfaction.

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Table 2. Descriptive Analysis of Respondent Characteristics

No	Characteristic	Category	Frequency (N=100)	Percentage (%)
1	Gender	Male	48	48%
		Female	52	52%
2	Age	> 22 years	18	18%
		23–27 years	32	32%
		28–32 years	25	25%
		33–37 years	15	15%
		>38 years	10	10%
3	Status	Migrant Worker	60	60%
		Internship Participant	40	40%
4	Length of Employment	6–12 months	35	35%
		1–2 years	40	40%
		>2 years	25	25%
5	Field of Work	Hospitality	30	30%
		Restaurant/F&B	45	45%
		Other Tourism Services	25	25%

Based on Table 2, the majority of respondents were female (52%), with the largest age group being 23–27 years old (32%), indicating that the workforce was dominated by young productive-age workers. Most respondents were migrant workers (60%), with a length of employment of 1–2 years (40%), suggesting that they had sufficient work experience in a cross-cultural environment. In terms of field of work, most respondents were employed in the restaurant or food and beverage sector (45%), reflecting the high demand for labor in direct service sectors within Taiwan's tourism industry.

The quality testing of the research instrument was conducted through validity and reliability tests to ensure that each statement item could measure the studied construct accurately and consistently. The validity test was assessed by comparing the calculated r value with the r table value (0.1966) at a 5% significance level, where an item is declared valid if the calculated r value is greater than the r table value. Meanwhile, the reliability test used Cronbach's Alpha, with a criterion of ≥ 0.70 as an indicator of good internal consistency (Ghozali, 2021). The results of the validity and reliability tests are presented in Table 3 below.

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Table 3. Validity and Reliability Test Results

Variable	Item	Calculated r	r Table (N-2)	Cronbach's Alpha
Competency Fit (X_1)	X1.1	.923**	0.1966	0.914
	X1.2	.911**		
	X1.3	.938**		
Cross-Cultural Service Adaptation (X_2)	X2.1	.956**		0.951
	X2.2	.953**		
	X2.3	.955**		
Job Satisfaction (Y)	Y.1	.938**		0.933
	Y.2	.924**		
	Y.3	.955**		

Based on Table 3, all items in the variables of competency fit, cross-cultural service adaptation, and job satisfaction have calculated r values greater than the r table value (0.1966), indicating that all items are valid. In addition, the Cronbach's Alpha values for each variable are above 0.70, namely 0.914 for competency fit, 0.951 for cross-cultural service adaptation, and 0.933 for job satisfaction. Therefore, all variables are declared reliable. These results indicate that the research instrument is appropriate for further analysis because it has met the validity and reliability criteria.

Furthermore, the classical assumption test was conducted to ensure that the regression model used met the statistical requirements, so that the estimated results obtained were unbiased. The tests conducted included the normality test using Kolmogorov-Smirnov (Sig. > 0.05), the multicollinearity test by examining the tolerance value (> 0.10) and VIF (< 10), and the heteroscedasticity test using the Glejser test (Sig. > 0.05) (Ghozali, 2021). The results of the classical assumption test are presented in Table 4 below.

Table 4. Results of the Classical Assumption Test

Variable	Tolerance	VIF	Glejser (Sig.)
Competency Fit (X_1)	0.509	1.965	0.310
Cross-Cultural Service Adaptation (X_2)	0.509	1.965	0.877
Kolmogorov Smirnov (Asymp. Sig.)	0.149		
Dependent Variable: Job Satisfaction (Y)			

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Based on Table 4, the Kolmogorov-Smirnov value of 0.149 (> 0.05) indicates that the data are normally distributed. The tolerance value of 0.509 (> 0.10) and the VIF value of 1.965 (< 10) for both independent variables indicate that multicollinearity does not occur. In addition, the significance values of the Glejser test for competency fit (0.310) and cross-cultural service adaptation (0.877) are greater than 0.05, indicating that there is no indication of heteroscedasticity. Therefore, the regression model meets all classical assumptions and can be used for inferential analysis.

Hypothesis testing using multiple linear regression was conducted simultaneously through the F-test to determine whether all independent variables jointly influence the dependent variable. The testing criterion was based on a significance value of < 0.05, indicating a significant simultaneous effect (Ghozali, 2021). The results of the simultaneous test are presented in Table 5 below.

Table 5. Results of the Simultaneous Test (F-Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.287	2	17.143	78.700	.000b
	Residual	21.130	97	.218		
	Total	55.417	99			

a. Dependent Variable: Job Satisfaction (Y)

b. Predictors: (Constant), Cross-Cultural Service Adaptation (X_2), Competency Fit (X_1)

Based on Table 5, the calculated F value was 78.700 with a significance value of 0.000 (< 0.05), indicating that competency fit and cross-cultural service adaptation simultaneously have a significant effect on job satisfaction. This result supports hypothesis H3, which states that both independent variables jointly influence the job satisfaction of migrant workers and internship participants in the tourism sector in Taiwan.

Furthermore, partial testing was conducted using the t-test to determine the effect of each independent variable on the dependent variable. The testing criterion used a significance value of < 0.05 as an indicator of a significant effect (Ghozali, 2021). The results of the partial test are presented in Table 6 below.

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Table 6. Partial Test Results (t-test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.838	.274		3.062	.003
	Competency Fit (X_1)	.637	.083	.671	7.636	.000
	Cross-Cultural Service Adaptation (X_2)	.155	.089	.154	1.750	.083
a. Dependent Variable: Job Satisfaction (Y)						

Based on Table 6, the competency fit variable has a significance value of 0.000 (< 0.05) with a t-value of 7.636. Therefore, it has a positive and significant effect on job satisfaction, meaning that hypothesis H1 is accepted. Meanwhile, the cross-cultural service adaptation variable has a significance value of 0.083 (> 0.05) with a t-value of 1.750. Therefore, it does not have a significant effect on job satisfaction, meaning that hypothesis H2 is rejected. These results indicate that only competency fit has a significant partial effect on job satisfaction.

The coefficient of determination test was conducted to determine the ability of the model to explain variations in the dependent variable. The value used was Adjusted R Square because it is more accurate in measuring the model's explanatory power by considering more than one independent variable in the study. The results of the coefficient of determination are presented in Table 7 below.

Table 7. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787a	.619	.611	.46673
a. Predictors: (Constant), Cross-Cultural Service Adaptation (X_2), Competency Fit (X_1)				
b. Dependent Variable: Job Satisfaction (Y)				

Based on Table 7, the Adjusted R Square value of 0.611 indicates that 61.1% of the variation in job satisfaction can be explained by competency fit and cross-cultural service adaptation, while the remaining 38.9% is influenced by other variables outside the research model. These results indicate that the research model has a fairly strong ability to explain the job satisfaction variable.

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DISCUSSION

The test results show that competency fit has a positive and significant effect on job satisfaction, with a t-value of 7.636 and a significance value of 0.000 < 0.05; therefore, H1 is accepted. This finding is in line with the studies by Grasso (2024) and Fernando (2025), which state that the alignment between individual competencies and job demands increases job satisfaction among foreign workers and interns. However, this result is not consistent with the study by Tsang (2023), which emphasizes the dominance of work environment factors over competency fit in shaping job satisfaction. Theoretically, this finding strengthens the Person–Environment Fit Theory, which explains that alignment between individual abilities and job demands creates a more positive work experience and minimizes work-related pressure (Atbar & Sos, 2025). From a practical perspective, competency fit enables tasks to be carried out more smoothly, thereby increasing self-confidence, service quality, and satisfaction with the work performed.

The test results also show that cross-cultural service adaptation does not have a significant effect on job satisfaction, with a t-value of 1.750 and a significance value of 0.083 > 0.05; therefore, H2 is rejected. This finding is not in line with the studies by Lee (2021) and Tsang (2023), which found that cross-cultural adaptation ability has a positive effect on the job satisfaction of migrant workers. However, this result is consistent with the study by Liao et al. (2021), which shows that cross-cultural service adaptation has a stronger influence on performance than on job satisfaction. Theoretically, Cross-Cultural Adaptation Theory explains that adaptation is a gradual process that does not always directly lead to job satisfaction, as individuals may still be in the phase of adjustment and learning a new culture (Syahputra, 2024). From a practical perspective, the adaptation ability possessed by individuals has not been fully translated into job satisfaction because other factors, such as workload, work systems, and service pressure, still influence individuals' perceptions of their work.

The results of the simultaneous test show that competency fit and cross-cultural service adaptation jointly have a significant effect on job satisfaction, with an F-value of 78.700 and a significance value of 0.000 < 0.05; therefore, H3 is accepted. The Adjusted R Square value of 0.611 indicates that 61.1% of the variation in job satisfaction can be explained by these two variables. This finding is in line with the studies by Tsang (2023) and Ishak et al. (2025), which state that the combination of individual factors and cultural adaptation simultaneously contributes to job satisfaction. However, this result is not fully consistent with studies that emphasize only one dominant factor, such as Grasso (2024), which focuses solely on job fit. Theoretically, the integration of Person–Environment Fit, Job Satisfaction Theory, and Cross-Cultural Adaptation

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Theory explains that job satisfaction is formed through the interaction between individual-job fit and the ability to adapt to the cultural work environment (Wulansari, 2024). From a practical perspective, the combination of appropriate competencies and adaptability remains necessary to support work comfort, although the greatest influence on increasing job satisfaction is more strongly determined by competency fit.

CONCLUSION

The results of the study show that the job satisfaction model of Indonesian migrant workers and interns in the tourism sector in Taiwan is shaped differently by the two variables examined. Competency fit was proven to have a positive and significant effect on job satisfaction, meaning that the higher the match between individual competencies and job demands, the higher the perceived job satisfaction. Conversely, cross-cultural service adaptation did not have a partially significant effect on job satisfaction, although the direction of the relationship remained positive. However, simultaneously, competency fit and cross-cultural service adaptation had a significant effect on job satisfaction, with the model explaining 61.1% of the variance. These findings emphasize that competency fit is the strongest factor in shaping job satisfaction.

The implications of this study indicate that improving job satisfaction in Taiwan's tourism sector should begin with placing workers in positions that match their competencies. The selection process, pre-departure training, and workplace guidance should be directed toward strengthening technical skills, language proficiency, service communication, and understanding of Taiwan's tourism industry standards. On the other hand, cultural adaptation training remains important to support more harmonious workplace interactions, improve service quality, and enhance work comfort in a multicultural environment. Therefore, workforce management should not only focus on job readiness but also consider social and cultural readiness.

Overall, this study confirms that the job satisfaction of Indonesian migrant workers and interns in Taiwan's tourism sector results from the interaction between individual factors and workplace environmental adjustment factors. The main contribution of this study lies in strengthening the understanding that competency fit is the primary foundation for building a positive work experience, while cross-cultural service adaptation plays a complementary role in the adjustment process within a cross-cultural work system. Therefore, the resulting model can serve as a conceptual basis for developing policies on the placement, training, and management of Indonesian workers in the international tourism sector.

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