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The Mediating Role of Teamwork in the Relationship Between Transformational Leadership, Work Environment, Organizational Culture, Job Stress, and Job Satisfaction at Cinere Resort Apartment, Depok

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Abstract: Employee job satisfaction is a crucial factor in the hospitality and property industries, where employee turnover reflects potential organizational challenges. This study examines the mediating role of teamwork in the relationships between transformational leadership, work environment, organizational culture, job stress, and job satisfaction at Cinere Resort Apartment, Depok. A quantitative explanatory approach was employed, involving 50 employees selected through saturated sampling. Data were collected using online questionnaires with a five-point Likert scale and analyzed using IBM SPSS Statistics version 25. The analytical techniques included validity and reliability tests, classical assumption tests, multiple linear regression, and path analysis. The findings indicate that transformational leadership, work environment, organizational culture, and job stress have no significant direct effects on job satisfaction. However, teamwork has a positive and significant effect on job satisfaction. Furthermore, teamwork fully mediates the relationships between transformational leadership and work environment with job satisfaction. It also mediates the relationship between organizational culture and job satisfaction through a negative indirect effect, indicating potential misalignment between collaborative values and individual reward systems. However, teamwork does not mediate the relationship between job stress and job satisfaction. These findings emphasize the importance of strengthening teamwork and collaborative relationships to improve employee job satisfaction at Cinere Resort Apartment, Depok.

Keywords: Transformational Leadership; Work Environment; Organizational Culture; Job Stress; Teamwork; Job Satisfaction.

1. Introduction

The property and hospitality industries, including apartment management, are characterized by high work demands, complex interdepartmental coordination, and pressure to achieve sales targets and customer satisfaction. Apartment Cinere Resort Depok, as a vertical residential complex adopting a resort living concept, faces significant challenges in managing its human resources. The high employee resignation (turnover) rate, as reflected in monthly data, serves as an initial indication of underlying job satisfaction issues.

Job satisfaction (Y) is a key predictor of organizational commitment, productivity, and reduced turnover intention (Malonda et al., 2025). Unstable project environments, constant pressure, and complex coordination often threaten emotional stability and team performance. In this context, teamwork (Z) emerges as a crucial mechanism that mediates the influence of organizational factors on individual work outcomes.

This study is motivated by the gap between theoretical expectations and actual workplace conditions. Several factors are presumed to influence employee job satisfaction; however, previous research findings remain inconsistent. Low levels of transformational leadership (X1), particularly in the aspect of individualized consideration (Purwanto et al., 2024; Novarini et al., 2025), contradict the findings of Amirudin et al. (2021), who reported that transformational leadership had no significant effect. Poor work environments (X2) (Shiddiq et al., 2025) contrast with the findings of Andika & Abidin (2024). Strong organizational cultures (X3) (Kurniati & Novira, 2020; Pratiwi & Pratiwi, 2021) are inconsistent with the findings of Hartanto & Dewi (2024). High job stress (X4) (Dyanto & Sitorus, 2022) differs from the findings of Wijayanto (2025). Positive teamwork (Z) (Sinarli & Theresia, 2025)

contrasts with the findings of Wangge & Masman (2024).

The main research gap lies in the absence of an integrated study specifically examining the mediating role of teamwork in the context of apartments/property businesses characterized by sales target pressures. Therefore, this study aims to analyze the role of teamwork in mediating the effects of the four independent variables on job satisfaction.

2. Method

This study employed a quantitative approach with an explanatory research design to examine causal relationships among variables. The research was conducted at Apartment Cinere Resort Depok. The study population consisted of all 50 employees, all of whom were included as research respondents using a saturated sampling method (census). Data were collected through questionnaires using a five-point Likert scale (1–5).

The research instrument was tested for validity and reliability. Data analysis was conducted using IBM SPSS Statistics version 25 through a series of statistical procedures, including validity and reliability tests, classical assumption tests (multicollinearity, normality, and heteroscedasticity), multiple linear regression analysis, the F-test, the t-test, coefficient of determination analysis (R^2), and path analysis to examine mediation effects.

3. Result and Discussion

3.1 Results

Respondent Characteristics: Of the 50 respondents, the majority were aged 30–50 years (58%), female (60%), held a Bachelor's degree (60%), occupied staff positions (74%), and had more than 10 years of work experience (52%).

Instrument Testing: All questionnaire items had correlation values greater than 0.547 (above the r-table value of 0.279), indicating that all items were valid. Cronbach's Alpha values for all variables exceeded 0.739 (above the threshold of 0.60), indicating that the instruments were reliable.

a. Classical Assumption Tests

1) Multicollinearity: All variables had VIF values below 3.420 and Tolerance values above 0.292, indicating no multicollinearity.
2) Normality: The Asymp. Sig. (2-tailed) value was 0.200 > 0.05, indicating that the data were normally distributed.
3) Heteroscedasticity: Only variable Z exhibited heteroscedasticity (Sig. = 0.048); however, the model was generally considered tolerable.

b. Coefficient of Determination (R^2)

1) Model 1 (X → Z): R^2 = 0.618, indicating that 61.8% of teamwork was explained by the independent variables.
2) Model 2 (X, Z → Y): R^2 = 0.489, indicating that 48.9% of job satisfaction was explained by the independent and mediating variables.

c. Multiple Linear Regression Analysis

Model 1 (X → Z)

- X1 → Z: Sig. 0.011 (significant), β = 0.370 (positive).
- X2 → Z: Sig. 0.017 (significant), β = 0.386 (positive).
- X3 → Z: Sig. 0.463 (not significant), β = 0.113 (positive).
- X4 → Z: Sig. 0.867 (not significant), β = -0.012 (negative).

Model 2 (X, Z → Y)

- X1 → Y: Sig. 0.283 (not significant), β = 0.206.
- X2 → Y: Sig. 0.876 (not significant), β = 0.033.
- X3 → Y: Sig. 0.117 (not significant), β = -0.311.
- X4 → Y: Sig. 0.534 (not significant), β = 0.058.
- Z → Y: Sig. 0.000 (significant), β = 0.722.

3.2. Discussion

a. Direct Effects

1) X1 → Z (H1) Accepted: Transformational leadership has a significant effect on teamwork. Visionary and supportive leaders encourage team collaboration (Novarini et al., 2025; Purwanto, 2024).
2) X2 → Z (H2) Accepted: A conducive work environment improves teamwork. Adequate facilities and a positive working atmosphere encourage constructive interactions (Shiddiq et al., 2025).
3) X3 → Z (H3) Rejected: Organizational culture does not have a significant effect on teamwork. A gap exists between the espoused values (teamwork) and actual practices (individualistic commission systems) (Wahyudi & Riyanto, 2023).
4) X4 → Z (H4) Rejected: Job stress does not affect teamwork. Employees experience moderate stress levels and demonstrate high resilience (Harahap & Lubis, 2024).
5) X1 → Y (H5) Rejected: Transformational leadership does not directly improve job satisfaction. Employees tend to adopt a transactional orientation and focus more on commissions (Yusuf & Tirtayasa, 2021).
6) X2 → Y (H6) Rejected: The work environment does not directly improve job satisfaction. Sales target pressures are more dominant (Sudarmo et al., 2022).
7) X3 → Y (H7) Rejected: Organizational culture does not directly improve job satisfaction. A gap exists between organizational values and actual practices (Hartanto & Dewi, 2024).
8) X4 → Y (H8) Rejected: Job stress does not affect job satisfaction. Stress levels remain manageable, and employees demonstrate resilience (Wijayanto, 2025).
9) Z → Y (H9) Accepted: Teamwork is the most dominant factor and the primary determinant of job satisfaction (Yuliati & Sudiro, 2024; Sinarli & Theresia, 2025).

b. Indirect Effects (Mediation)

1) H10 Accepted: Teamwork fully mediates the effect of transformational leadership on job satisfaction. Effective leaders build cohesive teams, which subsequently improve job satisfaction.
2) H11 Accepted: Teamwork fully mediates the effect of the work environment on job satisfaction. A positive work environment encourages team interactions, which subsequently improve job satisfaction.
3) H12 Accepted (Negative): The current organizational culture tends to reduce job satisfaction, both directly and indirectly, due to the misalignment between collaborative values and individualistic reward systems.
4) H13 Rejected: Job stress does not affect team dynamics and does not influence job satisfaction through teamwork. Stress is individual in nature and does not disrupt team collaboration.

4. Conclusion and Recommendation

4.1 Conclusions

a. Transformational leadership and the work environment have significant effects on teamwork (H1 and H2 accepted).

b. Organizational culture and job stress do not have significant effects on teamwork (H3 and H4 rejected).
c. Transformational leadership, work environment, organizational culture, and job stress do not have significant direct effects on job satisfaction (H5, H6, H7, and H8 rejected).
d. Teamwork is the most dominant factor and the primary determinant of job satisfaction (H9 accepted).
e. Teamwork fully mediates the effects of transformational leadership and the work environment on job satisfaction (H10 and H11 accepted).
f. Teamwork mediates the effect of organizational culture on job satisfaction in a negative direction (H12 accepted with a negative effect), indicating a misalignment between organizational values and actual practices.
g. Teamwork does not mediate the effect of job stress on job satisfaction (H13 rejected).

4.2 Recommendations

For the Management of Apartment Cinere Resort Depok:

a. Prioritize Strengthening Teamwork: Since teamwork is the primary determinant of job satisfaction, implement team-building programs, interpersonal communication training, and regular activities to maintain team cohesion.
b. Evaluate Leadership Styles: Leaders should adopt approaches that better support teamwork (transformational/participative leadership) and ensure that their directions are aligned with employees' collaborative needs.
c. Align Organizational Culture with Reward Systems: Eliminate inconsistencies between teamwork-oriented cultural values and individualistic compensation systems. Implement team-based reward systems to encourage collaboration.
d. Manage Stress and the Work Environment: Although these factors are not partially significant, stress management and workplace comfort should be maintained to prevent long-term negative effects that could disrupt team workflow.
e. For Future Research:
f. Expand the Sample and Research Locations: Studies involving larger samples and comparative research across other apartments/resorts are needed to achieve broader generalizability.
g. Explore Other Mediating Variables: Examine other mediating variables, such as organizational commitment, work motivation, or trust, to understand the mechanisms through which independent variables influence job satisfaction.
h. Employ Mixed Methods: A qualitative approach involving in-depth interviews may enrich the understanding of the gap between espoused organizational culture and actual workplace practices.

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