

The Role of Professional Collaboration Mediates the Relationship Between Transformational Leadership and Job Satisfaction

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ABSTRACT

The aim of this study was to investigate the role of collaborative professionals in mediating the relationship between transformational leadership and job satisfaction. This research is quantitative research. Sources of data used in this study are primary and secondary data. The method of determining the sample in this study was a saturated sample, so that the sample in this study was the same as the total population, namely 93 people. Data collection techniques using questionnaires. The data analysis technique used Smart-PLS analysis. The results showed that transformational leadership had a significant positive effect on professional collaboration. Professional collaboration had a significant positive effect on job satisfaction, and the professional collaborative role mediating the relationship between transformational leadership and job satisfaction had a significant positive effect. The results of this study are used as input for school leaders. Improving in relation to implementing leadership values such as stimulation, inspiration, motivation, and individual consideration properly and appropriately in implementing school programs.

Keywords: Transformational Leadership, Collaboration Professional, Job Satisfaction

1. Introduction

A good leader is able to utilize existing human resources in the organization. Leaders have a certain position in the organizational hierarchy, leaders must be able to plan, organize, and monitor and make effective decisions. Leadership always involves other people, therefore it can be said that there is a leader then there are followers who must be able to influence employees to achieve organizational goals (Saputra, 2014).

Transformational leadership is described as a leadership style that can arouse and motivate employees, so that high job performance can be realized beyond what they previously thought. Transformational leadership refers to leaders who successfully move employees beyond self-interest directly through idealized influence (charisma), inspiration, intellectual stimulation, or individual consideration (Salain, 2014). An effective leader has an effect on followers in a preferred way to achieve the desired goals (Mahdinezhad et al., 2013).

The success factor of a leader is seen from the way in which a leader can create a situation so that his subordinates are aware of what they want (Kouni, Koutsoukos and Panta, 2018). A leader who has the characteristics of always having an effort to create new things (always innovating) and the ideas that the leader has must be new ideas.

In addition to leadership, collaborative 'professionalism' is also very influential for a success. Collaborative' cannot be defined or explained easily, most definitions use the principles of joint planning and decision making, sharing of advice, togetherness, accountability, expertise, and shared goals and responsibilities. Scharge, Harley & Bisman, (2010), 'collaborative' is part of trying to achieve organizational goals. Collaborative' is to get benefits, where cooperation is for the development of employees through psychological factors, age, education, ability, and motivation, Kim (2010).

Individuals or organizations who want to pursue and achieve big goals or goals in today's modern world are felt to be complex and complicated. This is increasingly difficult to realize if done individually because of the increasing number of parties competing for limited resources (Langley, Smallman, Tsoukas, & Van de Ven, 2013).

In general, collaborative' is a pattern and form of relationship made between individuals or organizations who wish to share, participate fully with each other, and mutually agree or agree to take joint action by sharing information, sharing resources, sharing benefits, and sharing responsibility in making joint decisions to achieve a goal to achieve a common goal or to solve various problems faced by those who work together.

Njenga & Maina, (2018), that collaborative leadership components of innovation, change, motivation and ethics to have influence on team's performance, 'collaborative' is a conscious effort to achieve the common goals they have set through the division of tasks/work. In addition to leadership, Collaborative' professional, job satisfaction is also very important in achieving a goal. Job satisfaction is a positive feeling about work results based on an evaluation of its characteristics. Someone with high job satisfaction has positive feelings with his job, while someone with low job satisfaction has negative feelings (Robbins & Judge, 2017: 116). Therefore job satisfaction represent a combination of positive or negative feeling that workers have towards their work. Job satisfaction is also a pleasant or unpleasant emotional state in which employees view their work (Handoko, 2012: 87). The level of job satisfaction is achieved when the expectations and needs of employees are in line with the perceived reality.

The increase in job satisfaction felt by the employee will be accompanied by an increase in employee performance. Siagian, (2011: 295), job satisfaction is a person's perspective,

both positive and negative about a job. Rezvan et al. (2013), explains that companies need employees who are able to work better and faster, to get this, employee job satisfaction must be maintained and paid attention to.

Program implementation is a serious problem that must be handled properly and effectively, so that it can provide positive energy for employees in carrying out their duties and responsibilities. Therefore, there are still many aspects of weak satisfaction that need to be studied because less job satisfaction will have an impact on employee performance. Based on previous research that the variables in this study have been tested separately, thus in this study will integrate the perspective of the serial relationship between transformational leadership, professional collaboration, and job satisfaction. Given the limitations of the study, and the opportunity to investigate the possibility of a serially integrated relationship. Thus, this study aims to examine the role of professional collaboration in mediating the relationship of transformational leadership to job satisfaction.

2. Literature Review

2.1. Transformational Leadership

The main measures of transformational leadership are: maintaining recognition of group goals, expressing vision, offering individualized consideration and support and, shaping behavior that is consistent with the expressed image, providing intellectual inspiration, and setting high performance prospects (Podsakoff, MacKenzie, & Bommer 1996). Employees feel comfortable with their leader, employees are more likely to stay in the company, on the contrary when the leader is a source of discomfort for employees, the tendency to leave the company will increase (Bawdy and Manal, 2014).

Leadership is a process of influencing in determining organizational goals, motivating the behavior of followers to achieve goals and influencing groups and cultures (Rivai, 2004: 2). Hughes et al. (2012) suggested that transformational leaders have the vision and ability to interact with employees, so they can motivate employees in realizing the leader's vision and mission. Leader member exchange theory (LMX) is defined as an interpersonal exchange relationship between subordinates and leaders (Ping and Yue, 2010). Maulizar (2012) states that transformational leaders are leaders who motivate their subordinates to work to achieve organizational goals and satisfy their needs at a higher level.

Yukl (2005 : 305) says that transformational leaders can change and motivate their employees in the following ways. 1) Make them more aware of the importance of task results 2) Persuade followers to put the interests of their team or organization ahead of their personal interests. 3) Enabling higher follower needs. Transformational leadership is the ability of a leader to work with and/or through other people to optimally transform organizational resources in order to achieve meaningful goals in accordance with predetermined achievement targets.

2.2. Professional Collaboration

To achieve a goal, of course, it depends on the cooperation of group collaboration groups (Bass and Riggio, 2006). People can work together smoothly so it is necessary to increase collaboration, because this is an extraordinary and very interesting opportunity that will certainly motivate people (Muler, 2011).

Collaboration is the act of working together. The ability to collaborate with others is one of the most important skills a person can have (Cho, 2010). Nawawi (1984) that collaboration is a conscious effort to achieve the common goals they have set through the division of tasks. Professional collaboration is a term that may have broad connotations. Several terms have been combined with professional collaboration, including collegiality, professional learning community, teacher team, teacher collaboration, and professional network, among others (Vangrieken, et., al, 2015).

Collaboration is present almost everywhere in our lives, past and present, and in the world around us. Our natural inclination to work with others is so great that we have developed methods of mass collaboration, aided by technology, that allow us to harness the combined power of many minds scattered across the planet (Cho, 2010). The results of previous studies indicate that organizational dynamics are complex and suggest that phenomena at the group or unit level influence relationship dynamics at the individual level (Galletta et al., 2016). Other studies have also stated that collaboration in teacher research has been credited with fostering reflectivity (Lassonde. et al., 2009; Schoenfeld, 1999; Bullough & Pinnegar, 2001; Morse, 1994), and sparking new perspectives in fellow collaborators increases knowledge transferability and provides social support.

2.3. Job Satisfaction

The term of satisfaction refer to the atituted and feeling people have about their work. Posetive and favorable atitutedes towards the job indicates job satisfaction (Amostrong 2006). Job satisfaction is a perception of a pleasant or unpleasant emotional state in an employee when looking at his or her own work and it also has an impact on an employee's performance (Prabowo, Noermijati and Irawanto, 2018). Job satisfaction is important because it is one of the aspects related to employee retention, as it appears that dissatisfied workers are more likely to leave the organization. (Boamah *et al.*, 2018). With job satisfaction as well, an individual will be able to maintain loyalty in the work done (Azaliny Binti Mohd Amin *et al.*, 2021).

Job satisfaction predicts the ability and well-being of employees related to their work and their condition (Umer & Taimoor, 2017). Job satisfaction is a very important factor that must be considered by an organization because job satisfaction determines the success of an organization (Hong-Teck and Waheed, 2011). Job satisfaction is a positive or negative perspective on a person's work, job satisfaction is a pleasant emotional attitude and employees love their work, if employees are satisfied with their work, employees will work optimally (Hasibuan, 2016: 202). Therefore, job satisfaction is a determining factor for achieving organizational goals, job satisfaction usually refers to a positive attitude about

work, resulting from an evaluation of its characteristics (Robbins & Jude, 2015), thus, job satisfaction has an important role which provides good competitiveness in the era of globalization, because it can reduce turnover rates and improve organizational performance and productivity.

3. Hypothesis

3.1. The Influence of the Transformational Leadership on Job Satisfaction

Transformational leadership means the comprehensive and integrated leadership characteristics needed by individuals, groups, or organizations that are on the path to transformation. An integral part of transformational leadership is the leader's ability to bring clarity of purpose and meaning to the organization (Hacker and Roberts, 2003). There are several studies that focus on how task characteristics affect the effectiveness of transformational leadership.

Transformational leadership is divided into charisma factors combined with individual considerations and inspirational-intellectual stimulation factors (Bass and Riggio, 2006: 90). Transformational leadership requires leaders to be able to imagine a new future as well as be analytical about the current reality. Transformational leaders employ and cultivate creative thinking while proficient in business administration (Hacker and Roberts, 2003:75), thus, in the uncertain atmosphere of an institution, it is imperative that managers engage in transformational leadership behaviors to ensure that the work environment is empowering to support professional practice behavior that leads to good results for institutions, transformational leadership also affects job satisfaction, organizational commitment, and employee performance (Boamah et al., 2018).

The results of previous studies show; Boamah et al., (2018) in their research state that their research results are consistent with transformational leadership theory, which highlights the role of leaders in providing a supportive work environment for employees that results in higher levels of job satisfaction and effectiveness. Purnomo and Muhammad (2010) in their research found that there is an influence between transformational leadership on job satisfaction, because this leadership model is able to motivate employees. Other research such as; Valdiseri et al., 2010; Dizgah et al., 2012; Rahmi 2014; Bushra et al., 2011), found a relationship between transformational leadership on effectiveness and job satisfaction. Job satisfaction is a condition related to the emotional reaction of the perception of someone who has got the needs and demands he wants from the work he does, Athanasios and Belias (2014) also say that transformational leadership has a positive effect on job satisfaction. Based on the description above, the hypothesis of this research can be formulated as follows:

H1: Transformational leadership has a positive and significant effect on job satisfaction.

3.2. The Influence of Transformational Leadership on Collaboration Profesional

Transformational leadership involves the authentic ability and desire to inspire others (Hacker and Roberts, 2003:124). In the uncertain atmosphere of an institution, it is imperative that managers engage in transformational leadership behavior to ensure that the work environment is empowering to support professional practice behaviors that lead to good outcomes for the institution (Boamah et al., 2018). Transformational leadership is a predictor of professional collaboration (García Torres, 2019).

The results of previous studies; García Torres, (2019), shows that leadership is a predictor of professional collaboration, Gumus et al., (2013), that there is a strong relationship between principal leadership and teacher collaboration. In addition, high-level project leaders tend to create a more open communication atmosphere and choose positive leadership behaviors by creating emotional encouragement for team members, which further increases participants' collaboration satisfaction (Zhang, Cao and Wang, 2017). Based on the description above, the hypothesis of this research can be formulated as follows:

H2 : Transformational leadership has a positive and significant effect on Collaboration Profesional.

3.3. The Influence of Collaboration Professional on Job Satisfaction

Collaboration is present almost everywhere in our lives, past and present, and in the world around us. Our tendency to work with others is so great that we have developed methods of mass collaboration, aided by technology, that allow us to harness the combined power of many minds spread across the planet. Even working in high-performance teams requires a tradeoff between expertise and collaboration (Cho, 2010).

Galletta et al., (2016) in their research state that organizational dynamics are complex and show that phenomena at the group or unit level affect the dynamics of relationships at the individual level. The results showed that there was a significant interaction between collaboration and job satisfaction. Meanwhile, Laksmi., (2016) in his research shows that professional collaboration has an effect on job satisfaction. in his research showed that collaborative cosmopolitanism has a direct positive effect on job satisfaction (Jung, Bozeman and Gaughan, 2017). Based on the description above, the hypothesis of this research can be formulated as follows:

H3 : Collaboration Profesional has a positive and significant effect on Job Satisfaction

3.4. The Role of Professional Collaboration Mediates the Relationship Between Transformational Leadership and Job Satisfaction

To achieve success in both for-profit and non-profit organizations, the biggest contributing factor is the ability of employees to work together in teams.

Because, with increasing competition, it becomes very important to encourage creativity in the workplace to increase productivity and promote healthy employee relations. Dicknison (2010) states that collaboration between organizations has begun to become a very important feature of public services, through collaborative work, the government aims to secure the delivery of benefits or added value that cannot be provided by one agency acting alone or through the work of other parties.

The professional collaboration factor is an important medium for teacher learning, but researchers need to better understand what each teacher brings to the process and how these individual qualities help them put what they have learned into practice. Collaboration has a relationship with transformational leadership and job satisfaction (Jung, Bozeman and Gaughan, 2017; Galletta et. al., 2016); and Laksmi, 2016). The results of previous studies show that there is a strong and significant relationship between transformation, collaborative leadership, and job satisfaction (Wei-Skillern and silver, 2014; Busra et. al., 2011; Mahdinezhad, et. al., 2013). Based on the description above, the hypothesis of this research can be formulated as follows:

H4 : The role of professional collaboration has a significant positive relationship between transformational leadership and job satisfaction.

4. Research Methods

The population in this study were 93 teachers Escola Secundario Tecnico Vocacional Becora Dili, Timor-Leste. Because the number of teachers was only 93 people, all of them were taken as samples in this study. The number of samples can be used statistically because according to Wolf et al., (2013) the minimum sample is between 30-460 respondents when using the Smart-Partial Least Square (SmartPLS 3.0) analysis tool. While Hair et. al. (2014) stated that the minimum sample to use Smart-PLS is 30.

The data collected will be analyzed using Smart-PLS 3.0 (Ringle et. al., 2015). Smart-PLS 3.0 has several advantages such as no need to perform classical assumption tests, can be used for small samples, reflective and formative indicators (Hair et. al., 2014; Aguirre-urreta 2015; Henseler et al. 2016).

5. Results

This research was conducted at Escola Vocacional Tekniku Becora-Timor-Leste with 93 teachers as respondents. Characteristics of respondents in this study based on gender: male 81.8%, female 18.2%, based on age: 21-40 is 35.4%, 41-60 is 60, 6%, 61-80 is 4.0%, based on education Diploma 7.1%, Bachelor 78.8%, Master 8.15%.

5.1. Reliability and Validity

The reliability test is used to determine whether the tool for data collection shows the level of determination and accuracy in collecting certain data (Ariyanti and Patilaya, 2018), to test the level of reliability, an evaluation of the composite reliability and Cronbach's alpha values of each variable contained in the research instrument is carried out. A variable is said to meet composite reliability if it has a value of > 0.7 and the Cronbach's alpha value of > 0.7 has a good level of reliability for a variable (Hair et. al., 2016; Assegaff, 2015).

Table I. The Composite Reliability and Cronbach's Alpha Variables Transformational Leadership, Professional Collaboration, Job Satisfaction

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
JS	0,850	0,880	0,773
PC	0,816	0,892	0,733
TL	0,899	0,916	0,726

The results of data analysis in table I can be explained that all composite reliability values for each variable are above 0.7, this illustrates that all variables are reliable and have met the criteria. Next is the cronbach's alpha value, in table I shows that all cronbach's alpha values are more than 0.7, this indicates that the level of reliability of the variables in terms of cronbach's alpha values has also met the criteria (Hair et. al., 2014; Hair et. al., 2016).

Validity test, according to Sartika & Djawa, (2016) validity test is a test that shows the extent to which a tool used in the study measures what it wants to measure. In this study, the validity test is used to measure the data that has been obtained after the research which is valid data with the measuring instrument used is a questionnaire. The validity of the measurement consists of convergent validity and discriminant validity. (Pritama, et al, 2018).

Convergent validity test relates to the principle that indicators of a variable should be highly correlated. Convergent validity was determined using the loading factor parameter. Measurements can be categorized as having convergent validity if the loading factor value is > 0.7 (Hair et. al., 2014; Pratama, et al., 2018).

To assess discriminant validity between constructs, we used the Fornell Larcker Criterion. This method states that the construct shares more variance with its indicators than with any other construct. To test this requirement, the AVE of each construct must be higher than the highest squared correlation with other constructs (Hair et. al., 2014) Table II shows that the AVE value of each construct represented by bold numbers is higher than the highest square of correlation with other constructs such as recommended by Hair et. al., (2014), therefore, all valid constructs were measured based on the Fornell-Larckercriterion criteria.

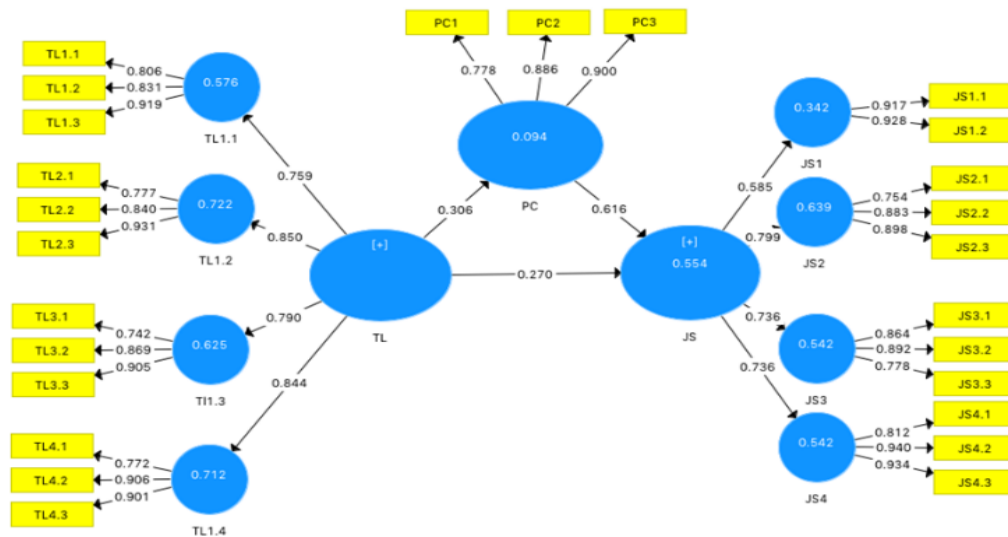


Figure 1: Outer Loading for Convergent Validity

Table II. Discriminant Validity Test Based on Fornell-Larckercriterion.

Construct	JS	JS1	JS2	JS3	JS4	PC	TL	TL1.1	TL1.2	TL1.3	TL1.4
JS	0,635										
JS1	0,585	0,922									
JS2	0,799	0,384	0,848								
JS3	0,736	0,313	0,427	0,846							
JS4	0,736	0,230	0,426	0,352	0,897						
PC	0,699	0,335	0,567	0,576	0,491	0,856					
TL	0,459	0,328	0,384	0,243	0,372	0,306	0,692				
TL1.1	0,354	0,348	0,391	0,154	0,166	0,254	0,759	0,853			
TL1.2	0,397	0,286	0,320	0,233	0,312	0,228	0,850	0,524	0,852		
TL1.3	0,351	0,284	0,238	0,147	0,338	0,211	0,844	0,549	0,615	0,862	
TL1.4	0,381	0,143	0,302	0,250	0,361	0,304	0,790	0,416	0,601	0,555	0,842

Discriminant validity was also measured using heterotrait-monotrait (HTMT) with the threshold value of all items below the threshold of 0.85 (Henseler et al., 2015) Table III shows that the HTMT value of all items is below the maximum point of 0.85, therefore,

this model is valid based on the validity of the discriminantTable. II R-Square (R²) of transformational leadership, professional collaboration and job satisfaction.

5.2. Hypothesis Testing

Table IV presents the path coefficient test results for the overall sample testing hypotheses H1, H2, H3 and H4, using Smart-PLS 3.0. The relationship between transformational

leadership and job satisfaction shows that the T value of 2.814 > 1.96 and the P value of 0.005 < 0.05 is smaller, the results show that transformational leadership has a significant positive effect on job satisfaction. The relationship between transformational leadership has an effect on professional collaboration with a T value of 2.771 > 1.96 and a P value of 0.006 < 0.05, which is smaller, the results show that transformational leadership has a significant positive effect on professional collaboration. The relationship between professional collaboration has an effect on job satisfaction with a T value of 8, 845 > 1.96 and a P value of 0.000 < 0.05, smaller, the results show that professional collaboration has a significant positive effect on job satisfaction.

Tabel III. Heterotrait-Monotrait (HTMT) for Discriminat Validity

Construct	JS	JS1	JS2	JS3	JS4	PC	TL	TL1.1	TL1.2	TL1.3
JS	0,842									
JS1	0,722									
JS2	0,901	0,466								
JS3	0,900	0,384	0,540							
JS4	0,845	0,266	0,504	0,423						
PC	0,840	0,409	0,709	0,713	0,585					
TL	0,527	0,381	0,451	0,301	0,411	0,358				
TL1.1	0,446	0,428	0,487	0,232	0,201	0,320	0,900			
TL1.2	0,472	0,344	0,384	0,291	0,364	0,274	0,901	0,643		
TL1.3	0,423	0,343	0,290	0,194	0,412	0,249	0,901	0,672	0,752	
TL1.4	0,462	0,182	0,380	0,315	0,429	0,383	0,901	0,523	0,748	0,681

The role of professional collaboration in linking transformational leadership to job satisfaction with a T value

of 2,353 > 1.96 and a P value of 0.0012 < 0.05, that the mediating role of professional collaboration has a strong influence on transformational leadership and job satisfaction.

Table IV. Direct Effect and Indirect Effect for Hypothesis Test (T and P Values)

Construct	Original Sample (O)	Sample Mean (M)	Standar Deviation (STDEV)	T-Statistics	PValue	Note
TL> JS	0,270	0,264	0,096	2,814	0,005	Sig
TL>PC	0,306	0,299	0,111	2,771	0,006	Sig
PC>JS	0,616	0,618	0,073	8,485	0,000	Sig
TL>PC>JS	0,189	0,185	0,074	2,535	0,012	Sig

6. Discussion

The results showed that transformational leadership had a positive and significant effect on the job satisfaction of teachers at Escola Vocasional Tekniku Becora-Timor-Leste, hereby explaining that transformational leadership by applying values such as inspiring by raising individual morale and providing work challenges to teachers. In addition to inspiring, leaders with intellectual stimulation values can encourage teachers to be creative in solving problems from a different perspective. According to (Avolio and Bass, 2002; Yukl, 2010), leaders inspire employees with new approaches and suggest new ways of working with different perspectives in doing work.

Bayram and Dinç, (2015) state that transformational leaders have a strong effect on employee attitudes and behavior. Soliman (2019) stated that leadership style plays an important role in achieving organizational goals and improving follower performance with job satisfaction. An effective leader has an effect on followers in a preferred way to achieve the desired goals (Mahdinezhad et al., 2013). While Hughes et. al., (2012) suggests that a transformational leader can encourage employee motivation in realizing the vision.

Several previous studies confirmed the results of this study that a positive and significant relationship exists between the dimensions of transformational leadership and employee job satisfaction for both work nature and operating conditions (Braun et al., 2013; Bayram and Dinç, 2015; Jameel and Ahmad, 2019). While Boama et. al., (2017), in a study stated

that transformational leadership has a strong positive influence on workplace empowerment, which in turn increases job satisfaction and decreases the frequency of adverse patient outcomes.

The results showed that transformational leadership had a significant positive effect on the professional collaboration of teachers at Escola Vocasional Tekniku Becora-Timor. Research has explained that collaboration is central to achieving organizational performance goals, therefore, leaders and managers can play an important role in improving the organization's ability to work together, it is important for them to pay attention to the types of leadership that are beneficial for collaboration between teams.

Transformational leadership builds a sense of empowerment among members through caring, listening, coaching and supportive behavior (Avolio and Bass, 2002; Spreitzer, 1995). Transformational leadership has an important role in cooperation and collaboration Cha et al., (2015).

Bass and Riggio (2006: 90) stated that achieving a goal of course depends on group collaboration. People can work together smoothly so it is necessary to increase collaboration, because this is an extraordinary and very interesting opportunity that will certainly motivate people (Hunter Muller, 2011).

This study confirms the results of previous studies which showed that there was a strong relationship between principal leadership and teacher collaboration (Gumus, et.al (2013). The relationship between professional teacher collaboration and

education was carried out by (Peng Liu & Qi Xiu 2019; Young bae and Daniel, 2015), because collaboration is a conscious effort to achieve the common goals that they have set through the division of tasks/work. The division of labor is not a form of dividing work, but must still be assessed as a single work unit that is all directed at achieving the common goals of Nawawi (1984).

The results showed that professional collaboration had a significant positive effect on the job satisfaction of teachers at Escola Vocasional Tekniku Becora-Timor. Collaboration is a form of cooperation between two or more people to achieve the same goal. In a collaboration, each individual involved helps each other so that they can foster a sense of satisfaction, the measure of the level of satisfaction is the work achieved, the form of supervision obtained as well as a sense of relief and liking for the work they are doing. The collaboration can affect teacher job satisfaction, student achievement, and teacher confidence (Zhang, Cao and Wang, 2017).

This study confirms the results of previous shows that professional collaboration is positive and significant for job satisfaction. (Zhang, Cao and Wang, 2017; Laksmi, 2016;), in addition, the results of the study also show that there is a strong relationship between collaboration and governance (Arrozaag, 2012; Grampton 2011; Lai, 2011).

The results show that the role of professional collaboration can mediate the effect of transformational leadership and teacher job satisfaction at Escola Vocasional Tekniku Becora-Timor. The result of this study is consistent with most previous studies (Cho, 2010). Research conducted by Galletta et al., (2016) shows that when the quality of collaboration is described by individual nurses working with the same physician in the same unit, the shared perception of collaboration indicates that there is congruence among in that team, for this reason, the work team as a unit of analysis at the group level, through a linear modeling method will explain work attitudes as a function of the dynamics of collaborative collaboration in work settings. This study shows that there is a positive and significant effect between transformational leadership and professional collaboration, besides that there is a positive and significant effect between professional collaboration and job satisfaction.

7. Conclusion and Implication

The purpose of this study is to show that the direct and indirect effects between variables are significant positive, transformational leadership, professional collaboration are important factors for the satisfaction of teachers working in the Escola Secundario Tecnico Vocacional Becora Timor-Leste environment. As an educational institution, it requires a leader to advance, develop and bring the institution he leads to a better direction. Transformational leadership is a modern leadership style that is able to change from vision to mission into action and is carried out by creating a clear vision, motivating staff to be creative, innovative, building a learning culture, and building effective communication. Leadership needs collaboration, the benefits of collaboration are working

together for the development of employees through psychological factors, age, education, ability, and motivation, including collegiality, professional learning communities, teacher teams, teacher collaboration, and professional networks. The highest level of collaboration success can be achieved when it involves people with different work styles, different values, cultures, education and work backgrounds. These people will present completely different thoughts and as a result an issue will be handled from multiple perspectives, however, for collaboration at this level to be effective, trust and mutual respect are required.

Good leadership and collaboration can give birth to job satisfaction. Job satisfaction is the level of pleasure that a person feels for his role or work in the organization. The degree to which individuals are satisfied that they are being rewarded commensurately with various aspects of the work situation of the organization where they work.

So job satisfaction concerns the psychology of individuals within the organization, which is caused by the perceived state of the environment.

8. Limitation

The researcher realizes that this study has several shortcomings that may affect the results of the study. Some of the limitations that can be concluded are as follows: 1. Job satisfaction is a complex matter so it is impossible to only be influenced by transformational leadership, but there are still many factors that can affect the level of job satisfaction. 2. The technique of collecting data with questionnaires, so that the sincerity and honesty of the respondents cannot be guaranteed and the research results cannot be generalized. 3. This study only uses 93 teachers who are used as research sample. This research has theoretical implication that leadership have to stimulation, inspiration, motivation, idealist and individual consideration influences influence and professional collaboration in order to give job satisfaction to member's of institutions. The other side there is a practical implications in case of school recommendation particularly education Ministry will do evaluation at public institutions to get well result.

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