
TRANSFORMATION OF PROFESSIONALISM IN THE WORLD OF EDUCATION: EFFECTIVE MANAGEMENT STRATEGIES FOR DEVELOPING THE BEHAVIOR AND COMPETENCE OF EDUCATIONAL AND TEACHING PERSONNEL**I Made Ardika Yasa¹, Anak Agung Gde Agung², Ni Luh Gede Erni Sulindawati³**^{1 2 3}Universitas Pendidikan Ganesha Singaraja, Bali-IndonesiaE-mail: ardika.yasa@student.undiksha.ac.id, agungtps2056@gmail.com,
esulind@gmail.com**Abstract:**

This article discusses the importance of professional and behavioral development management for education staff and teachers in the world of education. Descriptive qualitative methods are used to explore effective strategies in professional and behavioral development. Analysis involves identifying an individual's needs and potential to develop an appropriate development plan. Furthermore, an integrated and sustainable training and development program is presented, aimed at improving the quality of teaching and educational services. Active involvement of students is the focus, with an emphasis on ethics, attitudes and effective communication in the educational environment. Collaborative approaches and team-based learning encourage synergy between education staff and teachers to achieve better educational goals. Continuous evaluation and feedback are important in increasing program effectiveness. This article provides guidance for educational institutions and policy makers in designing effective professional and behavioral development programs, to improve the quality of education and face the demands of a complex future.

Keywords: Transformation; Professionalism; Education World**INTRODUCTION**

In the era of globalization and rapid technological development, the world of education faces increasingly complex challenges. To respond to the demands of the times, improving the quality of education has become one of the main focuses for educational institutions. However, to achieve this goal, it is very important to actively involve education staff and teachers in developing their professionalism and behavior. Management of professional development and behavior of educational staff and teachers is an important basis for improving the quality of learning and educational services as a whole. Through a planned and directed approach, educational institutions can identify individual needs and potential to design appropriate development programs. The importance of professional and behavioral development management for educational staff and teachers in facing change and

transformation in the world of education is an effort to achieve quality education goals through various effective strategies in developing the competence and quality of work of teaching staff (Sahlberg, 2021).

The importance of active involvement of students in the learning process is a strong relationship between educational staff and teachers and students so that it can have a positive impact on the effectiveness of learning because in this way educational institutions and teaching staff and educational staff will focus on paying attention to ethics, attitudes and effective communication. , considering its important role in creating an inclusive and harmonious educational environment. Collaborative approaches and team-based learning will also be discussed, because collaboration between education staff and teachers can encourage innovation and improve the quality of education. Apart from that, this article will also highlight the importance of continuous evaluation and feedback in the management of professional and behavioral development, so that the programs implemented can run more effectively and have a positive impact in the long term. Through a deep understanding of professional development management and the behavior of educational staff and teachers, it is hoped that educational institutions can improve the quality of the education they provide and prepare teaching staff to face various future challenges. Thus, this article seeks to make a positive contribution to the world of education in achieving better and more efficient goals (Fullan, 2014).

In the modern era full of changes and technological developments, education is a key factor in creating a quality and competitive society. Improving the quality of education is an important foundation in producing a generation that is competent and ready to face the demands of the times. However, to achieve this goal, the role of education staff and teachers is very crucial. Educational personnel, including administrative staff, school principals, and all individuals who support the educational process, play an important role in carrying out the functions and operations of educational institutions. Meanwhile, instructors (teachers/lecturers) are the spearhead in delivering learning material to students. Their success in carrying out these tasks greatly influences the quality of learning and students' learning experiences. Unfortunately, in practice, the challenges and demands in the world of education often become very complex, such as curriculum changes, technological developments, student diversity, and global competition. Therefore, effective professional and behavioral development management is needed to improve the quality of work of educational staff and teachers so that they can face these changes and challenges well. (Aspi & Syahrani, 2022).

Not only increasing academic competence, but also behavioral aspects such as ethics, attitudes and effective communication are a concern in professional development management. Understanding the values and personal qualities that education staff and teachers must have in interacting with students, colleagues and the community is also important in creating an inclusive and harmonious educational environment. The importance

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of professional and behavioral development management encourages educational institutions to design training and development programs that suit individual needs and current developments. Collaborative approaches and team-based learning are also relevant strategies for increasing synergy between education staff and teachers. With the right approach in professional development and behavior management, it is hoped that education staff and teachers can become more effective in teaching, more adaptive to change, and able to create a positive and innovative educational environment. As a result, it is hoped that the overall quality of education can be improved, and that the young generation being educated will become agents of change who are competitive in facing a future full of opportunities and challenges (Suharto, 2015).

In facing the demands of the times and improving the quality of education through management of professional development and the behavior of educational staff and teachers, several underlying problems that need to be addressed include: **first**, lack of access to professional development programs so that many educational staff and teachers face limitations in accessing professional development programs. relevant and high quality. Sometimes, the availability of budget and resources in educational institutions is a major obstacle in providing effective training and development programs. **Second**, the gap in competency and teaching quality, because not all educational staff and teachers have uniform competence in teaching and implementing innovative learning methods. This can cause gaps in the quality of teaching between one teacher and another, and have an impact on student learning outcomes. **Third**, low motivation and commitment, this causes some educational staff and teachers to experience decreased motivation or lack of commitment to their professional development. Factors such as a high workload, lack of recognition, or lack of support from management can contribute to this problem. **Fourth**, ineffective teaching practices, this is shown by the fact that some educational staff and teachers may still rely on traditional teaching methods that are less interactive and do not integrate educational technology optimally. This can hinder the effectiveness of learning and affect students' interest and motivation to learn. **Fifth**, Lack of student involvement, active involvement of students in the learning process is an important factor in improving the quality of education. However, some educational staff and teachers may face difficulties in designing learning strategies that can motivate and engage students with various learning styles. Technology and Innovation Challenges: Technological developments are constantly changing, and adopting relevant educational technology can be a challenge (Lukmantya, 2023).

RESEARCH METHODS

This article discusses the transformation of professionalism in the world of education and effective strategies in managing the development of behavior and competencies for education staff and teachers. The research method used in this article is qualitative research with a descriptive approach. Qualitative research was chosen to better

understand the process of professionalism transformation in the world of education and the development management strategies implemented. A descriptive approach is used to describe in detail the characteristics, processes and results of the transformation of professionalism in the world of education.

In this research, the author may use various qualitative data collection techniques, such as in-depth interviews with education staff and teachers, participant observation in educational environments, and analysis of related documents. In-depth interviews were used to obtain direct views and experiences from the research subjects, so as to better understand their thoughts and feelings regarding the transformation of professionalism and strategies for developing behavior and competence. Participatory observation helped the author gain a deeper understanding of the dynamics of the educational environment and the interactions between educational staff and teachers with students and colleagues. In addition, document analysis helps in digging up information related to policies, programs and initiatives that have been implemented in the context of professionalism transformation.

The collected data was then analyzed thematically to identify emerging patterns and themes related to the transformation of professionalism in the world of education and successful development management strategies. Authors may use an inductive approach in data analysis, namely developing findings based on information that emerges from the data collected, as well as a deductive approach, namely testing findings with pre-existing theories or conceptual frameworks (Creswell & Poth, 2016).

It is hoped that the results of this research will provide in-depth insight the importance of professionalism transformation in the world of education and effective strategies in managing the development of behavior and competencies for education staff and teachers. This article has the potential to contribute to the development of policies and practices in improving the overall quality of education and preparing education staff and teachers to face future challenges in the world of education (Merriam & Tisdell, 2015).

RESULTS AND DISCUSSION

Based on the results of research and literature studies related to "Transformation of Professionalism in the World of Education: Effective Strategies for Management of Behavior and Competency Development of Educational and Teaching Personnel" results and discussions were obtained that lead to various aspects relevant to the management of professional development and behavior of educational and teaching personnel in the world. Education is as follows:

1. Overview of the Transformation of Professionalism in Education :

The transformation of professionalism in the world of education is very important to face the changes and challenges that occur dynamically. This article identifies that the world of education is experiencing various significant changes, such as technological advances, student diversity, globalization demands, and changes in job market needs.

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This change requires that educational staff and teachers transform to remain relevant in meeting increasingly complex educational needs (Radinal, 2023).

The roles and responsibilities of education staff and teachers have also experienced significant changes. They not only serve as transmitters of learning material, but also have to act as learning facilitators who are able to accommodate various learning styles and student needs. Apart from that, their role in forming character and positive values for students is also increasingly being paid attention to. This article also examines the influence of technology in the transformation of professionalism in the world of education. Rapid technological developments have brought changes in the way of learning and interaction in the educational environment. The use of educational technology, such as e-learning, online platforms, and interactive learning tools, has become an important means of facilitating more effective and engaging learning for students (Saputra & Gunawan, 2021).

In the era of information technology that continues to develop, the professionalism of educational staff and teachers no longer only relies on academic expertise alone, but also requires the ability to adapt to new technology and utilize it effectively in the learning process. In the era of globalization and rapid technological development, the world of education is faced with various changes and challenges that require transformation in the professionalism of education and teaching staff. Social, economic and cultural changes influence demands on education, while technological developments have a major impact on the roles and responsibilities of education staff and teachers in the learning process (Dhakai et al., 2023).

Changes in the World of Education provide a positive paradigm assumption that "The Need for Lifelong Learning" where education no longer only occurs in school, but is a lifelong process. Education and teaching staff must face the demand for continuous professional development to remain relevant and support curriculum changes and innovative learning methods. Apart from that, special consideration is also needed regarding the factor that diversity in students requires more attention in creating an inclusive learning environment. Education personnel must be ready to face the challenge of providing learning approaches that are responsive to individual student needs (Rosen et al., 2013).

The development of technology in education makes the integration of technology in learning inevitable so that technological developments influence the way of teaching and learning. Technology integration such as the use of mobile devices, e-learning platforms, and educational applications allows access to more diverse and interactive learning resources. Technological developments are also an alternative to providing solutions to obstacles caused by conditions of space and time in the learning process, resulting in the emergence of the term Distance Learning, so that the role of technological developments also facilitates distance or online learning. Education staff

must master new skills in delivering material effectively in a virtual learning environment. This has led to a change in the role of the teacher where the teacher's role has evolved from a transmitter of information to a facilitator and guide. Technology strengthens the role of teachers as learning catalysts and encourages students to become independent learners (Daga, 2021).

2. **Effective Management Strategy for Competency Development of Education Personnel.**

Effective strategies in managing the competency development of educational staff are crucial in facing educational demands that continue to develop and are complex. This article analyzes effective methods and approaches in identifying the competency development needs of educational staff, as well as explaining integrated training and development strategies to improve their competency and quality of work. Identification of Competency Development Needs: An effective strategy in competency development management begins with a needs identification process. A variety of methods may be used, including:

- a. **Needs Analysis:** Through surveys, interviews and observations, educational institutions can identify the weaknesses and potential of educational personnel who require the development of certain competencies.
- b. **Performance Evaluation:** Evaluation of work performance and achievements can be an important source of information in identifying areas that need improvement to increase the efficiency and effectiveness of educational personnel.
- c. **Comparative Study:** Comparing competency standards with the competencies possessed by educational staff can help identify gaps and areas that need improvement (Yusup et al., 2019).

Nikijuluw, (2001) explained the Integrated Training and Development strategy: Once competency development needs are identified, an integrated training and development strategy can be implemented to improve the competency and work quality of educational staff. Some strategies to consider include:

- a. **Continuous Training Program:** Provides ongoing training programs that are relevant and tailored to individual needs, including academic training, teaching skills, and mastery of educational technology.
- b. **Professional Collaboration:** Encourage collaboration and exchange of experience between education personnel and teachers, both locally and internationally, to share best practices and inspire innovation.
- c. **Use of Digital Resources:** Leverage e-learning platforms and digital resources to provide easy and affordable access to relevant and up-to-date learning materials.
- d. **Competency-Based Approach:** Implement a competency-based approach to professional development that measures and evaluates progress based on specific skills and knowledge.

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An effective strategy for managing the competency development of educational staff includes in-depth steps in identifying needs and preparing integrated training programs. By strengthening the competence of education personnel, it is hoped that the quality of teaching and education as a whole can be improved, bringing positive benefits to the development of students and society. So this article provides an in-depth review of the importance of effective strategies in managing the competency development of educational staff. Through the process of identifying needs and implementing an integrated training strategy, this article highlights how competency development can improve the quality of work of education personnel and strengthen the overall quality of education (Noer, 2023).

The method of identifying competency development needs includes various approaches such as needs analysis, performance evaluation, and comparative studies. By applying these methods, educational institutions can understand the areas of weakness and potential of educational staff, so they can design development programs that are right on target and oriented towards improving work performance. This article also outlines several integrated training and development strategies. A sustainable approach with relevant training programs tailored to individual needs is one of the key points reviewed. This emphasizes the importance of accommodating individual differences and providing training that suits the needs and interests of each educational staff (Nurfadhillah, 2021).

In addition, professional collaboration and exchange of experiences are considered important in improving the quality of work. By sharing knowledge and best practices, education staff can inspire each other and enrich their abilities and innovations in teaching. The use of technology in competency development is also highlighted in this review. The strategic use of digital resources, e-learning platforms and relevant learning resources is considered an important step in providing easy and affordable access to up-to-date learning materials. Regarding strategy implementation, this article highlights competency-based approaches as a way to measure and evaluate progress based on specific skills and knowledge. This approach allows educational staff to measurably evaluate progress in competency development (Novitasari & Fauziddin, 2022).

This article presents a comprehensive review of the importance of effective strategies in managing the competency development of educational staff. Identifying needs and implementing an integrated training strategy is a crucial step in improving the quality of work of education personnel and supporting overall improvement in the quality of education. By implementing the right strategy, it is hoped that educational staff can be better prepared to face changes and challenges in the continuously developing world of education (Siregar et al., 2020).

3. Effective Strategy for Behavioral Development Management for Education and Teaching Personnel

In the educational environment, management and development of the behavior of educational staff and teachers plays a very important role in creating a conducive environment for students, colleagues and the community. This strategy focuses on the importance of ethics, attitudes and effective communication in interacting with all parties involved, with the aim of improving the quality of relationships and behavior in schools or educational institutions. Ethics are moral values that guide a person's behavior. In the context of education, education staff and teachers must prioritize ethics in all their actions. This includes integrity, honesty, respect, and responsibility for assigned tasks. By prioritizing ethics, education staff and teachers will become role models for students and help create a safe and inspiring learning environment (Simangunsong & Tahir, 2018).

The attitudes of education personnel and teachers can have a major impact on students and colleagues. A positive attitude includes patience, empathy, understanding, and friendliness. By voicing positive attitudes, they can help students overcome learning difficulties, inspire enthusiasm for learning, and create an inclusive and supportive learning environment. Good communication between education staff and teachers with students, colleagues and the community is the key to building strong and mutually beneficial relationships. The ability to listen well and convey messages clearly and precisely will help in resolving conflict, increasing collaboration, and strengthening support between members of the Education community (Simangunsong & Tahir, 2018).

In an effort to create a harmonious learning environment, a collaborative approach is essential. Educational personnel and teachers must work together reciprocally with students, fellow staff, and parents to design effective and efficient learning strategies. Through collaboration, they can utilize each other's expertise to achieve common goals in developing positive behavior and good quality interactions. Team-based learning can increase the effectiveness of behavior development. By facilitating discussion groups, collaborative projects, and other group activities, students can learn about cooperation, interdependence, and respect for differences. For example, collaborative projects that require communication and team responsibility will help students hone their social skills (Fricticarani et al., 2023).

4. The Influence of Active Student Involvement in Behavior and Competency Development

The active involvement of students in the learning process has been recognized as a critical factor that increases the effectiveness of teaching and educational services as a whole. When students are actively involved in learning, they become more enthusiastic, have higher motivation, and achieve better learning outcomes. The teacher's role as a learning facilitator who activates student participation is very important in creating a learning environment that is student-centered and oriented towards achieving learning goals. One of the main benefits of active student involvement is improved social and communication skills. When students are encouraged to participate in group

discussions, collaborative projects, or presentations, they learn to communicate clearly and effectively. This helps them develop public speaking, good listening, and teamwork skills - skills that are invaluable in their lives and careers (Zubaidah, 2016).

Additionally, active engagement also encourages students to take responsibility for their own learning. They become more proactive in identifying their weaknesses, seeking help when needed, and setting clearer learning goals. Teachers as facilitators play an important role in providing support and guidance to help students reach their full potential and build self-confidence in learning. Furthermore, by taking part in the learning process, students also develop critical thinking and problem solving skills. They are invited to think analytically, evaluate information, and make decisions based on existing evidence. This helps them become more independent and intelligent learners, who are able to face academic and life challenges with confidence (Roorda, et al, 2011).

In the context of behavior development, active involvement also plays a role in shaping student character and ethics. Through values-based learning and discussion of moral issues, students can understand the importance of integrity, respect and empathy. Teachers as facilitators must create a supportive environment where discussions regarding values and ethics are empowered, so that students can internalize these values and make them part of their identity (Vygotsky, 1978).

Overall, active involvement of students has a significant positive impact on the development of student behavior and competence. Implementing a learning approach that encourages active participation and gives teachers an active role as facilitators will help create a learning environment that promotes motivation, social skills, problem solving and good character in students.

5. Utilization of Technology Supports Professional Development

According to Bates & Sangrà, (2011) in their research on "*Managing technology in higher education: Strategies for transforming teaching and learning*" it can be understood that the use of technology has had a major impact on various aspects of life, including professional development. In this context, technology has become an invaluable tool for professionals in improving their competence and quality of work. The use of technology supports professional development in the following ways:

- a. Technology allows easy and fast access to various learning resources, including teaching materials, books, scientific journals, video tutorials and e-learning platforms. Professionals can access the latest learning materials from various sources around the world, which helps them stay current with the latest developments in their field.
- b. Technology has opened the door to distance or online learning. Professionals can take courses and training from leading institutions without having to be there physically. Distance learning allows for flexibility in time and location, making it easier for busy professionals to continue developing their skills.

- c. Technology has brought realistic interactive simulations and training to various professions. In fields such as medicine, the military, or engineering, professionals can practice their skills in safe, repetitive simulated environments before encountering real situations. This helps improve their skills and confidence at work.
- d. Social media and other online platforms have created professional communities where experts and practitioners can interact, share knowledge, and discuss current issues in their fields. Communities such as these facilitate collaboration, mutual learning, and sharing of experiences, all of which contribute to better professional development.
- e. Technology allows for more effective progress tracking and performance assessment. Professionals can use software or online platforms to monitor their progress in achieving professional development goals. This helps them identify areas where they need to improve and evaluate the effectiveness of the development programs they participate in.
- f. The use of technology in professional development also helps professionals improve their digital skills. In an era where information and communication technology is becoming increasingly important, having good digital skills is a must in almost every profession.

6. **Evaluation and Feedback in Professional Development Management**

According to Guskey, (2000) e-valuation and feedback are two crucial elements in professional development management. These two aspects have an important role in measuring the effectiveness of professional development programs and ensuring that the behavior of program participants develops in accordance with expectations. This is in line with the results of research by Hattie & Timperley, (2007) entitled "The power of feedback. Review of Educational Research." The following is a more detailed review of the importance of continuous evaluation and feedback in professional development management:

- a. Continuous evaluation allows monitoring and measuring the performance of professional development programs over time. This evaluation includes data collection, analysis, and interpretation of results to assess the extent to which the program has succeeded in achieving the stated learning objectives. Through continuous evaluation, institutions or organizations can identify program successes and challenges, and make necessary changes and adjustments to make the program more effective.
- b. Feedback from program participants is a key element in understanding their experiences and perceptions of professional development programs. By listening to feedback from participants, an institution or organization can gain valuable insight into a program's strengths and weaknesses. This feedback also helps in understanding

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the extent to which the program is relevant to participants' needs and expectations. By getting timely and accurate feedback, responsible parties can make program improvements and adjustments to increase participant satisfaction and overall program effectiveness.

- c. Feedback from program participants is not only useful in evaluating existing programs, but also helps in designing better programs in the future. By exploring insights from participants, institutions or organizations can identify development areas that need to be strengthened, improve teaching methods, and develop programs that better suit participants' needs. In this case, feedback becomes an important basis for further improvements and adjustments in order to provide a more meaningful and effective learning experience for participants.

Overall, ongoing evaluation and feedback from program participants plays an important role in professional development management. Through ongoing evaluation, programs can be evaluated to ensure their effectiveness, while feedback from participants provides valuable insights that can be used for further improvements and adjustments. With a combination of both, professional development management can produce programs that are relevant, impactful, and provide maximum benefits for participants.

7. Case Study or Implementation Example

Example of Implementing Professional and Behavioral Development Management Strategies in Educational Institutions: Case Study of School X
Background: School X is a high school in a big city. Despite having a good reputation in terms of academics, the school management recognizes that there is room to improve the quality of education and help students develop positive behavior. Therefore, they decided to implement professional and behavioral development management strategies to improve teacher performance, student learning, and interactions in the school environment. Implementation Strategy:

- a. **Teacher Training and Development Program:** School Training also includes an introduction to effective classroom management practices and strategies for fostering positive student behavior.
- b. **Formation of Collaborative Teams:** School management encourages the formation of collaborative teams between teachers to share experiences and knowledge. These teams meet regularly to discuss challenges and new ideas in teaching and developing student behavior.
- c. **Implementation of Values-Based Curriculum:** School X implements a curriculum that emphasizes ethical values, integrity and responsibility. These values are integrated into lesson materials and also promoted through extracurricular activities and daily life at school.

Implementation Results: After several years of implementing professional and behavioral development management strategies, School X reported several positive results:

- a. **Improving Teacher Performance:** Training and professional development programs help teachers improve the quality of their teaching. Teachers become more creative and innovative in delivering lesson material, and more effective in managing the class. This is reflected in the increasing test results and student assessments.
- b. **Improving Student Behavior:** Implementing a values-based curriculum and fostering positive student behavior has a positive impact on student behavior at school. The level of discipline increases, and there is a decrease in negative behavior such as bullying and juvenile delinquency. Students also participate more actively in school activities oriented towards character development.
- c. **Increased Collaboration:** Formation of collaborative teams among teachers encourages exchange of ideas and support between colleagues. Teachers feel more involved in the development process and have a sense of ownership of positive changes in the school.

The implementation of professional and behavioral development management strategies at School X has had a positive impact on the overall quality of education. Better teacher performance and positive student behavior have created a more conducive and inclusive learning environment. This contributes to improving academic results and developing student character, thereby enhancing the school's reputation in the educational community.

CONCLUSION

The conclusions obtained from the research entitled "Transformation of Professionalism in the World of Education: Effective Strategy for Management of Behavior and Competency Development of Education and Teaching Personnel" are as follows: (1) The importance of an integrated approach in developing the competence of education personnel. Development programs tailored to individual needs and focused on improving academic and non-academic skills can improve the overall effectiveness of teaching and educational services. (2) Management of professional development and behavior of educational staff and teachers is important in improving the quality of education. By identifying individual needs and potential, educational institutions can design appropriate training and development programs to face increasingly complex educational challenges. (3) The behavior of educational staff, including ethics, attitudes and effective communication, has a significant impact on creating a positive and inclusive learning environment. Conflict management and teamwork practices can also strengthen relationships with students and colleagues. (4) The active involvement of students in learning is very important because actively involving

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students in the learning process can increase the effectiveness of teaching and increase students' interest and motivation to learn. (5) The importance of using appropriate educational technology in professional development management. The use of online training, e-learning platforms and educational applications can increase the accessibility and efficiency of behavior and competency development. (6) Continuous evaluation and feedback are key in increasing the effectiveness of professional and behavioral development programs. Evaluation data helps identify program success and improve aspects that need improvement. (7) Implementation of professional development management strategies provides concrete examples and valuable experience for other educational institutions to adopt a similar approach.

The transformation of professionalism is very important in the world of education and provides guidance for educational institutions and policy makers in creating a better and more competitive educational environment. By implementing effective professional and behavioral development management strategies, it is hoped that the quality of education can be improved as a whole and educational staff and teachers are ready to face future changes and challenges.

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