ABSTRAK

Tesis ini berjudul : **STRATEGI OPTIMALISASI PENDEKATAN *APPRECIATIVE INQUIRY* UNTUK MENINGKATKAN *EMPLOYEE ENGAGEMENT* (Studi Kasus pada Guru dan Tenaga Kependidikan di SMKN 1 Kawali Kabupaten Ciamis), Yanto Supriyanto, NIM. 82302425026.** Penelitian ini dilatarbelakangi oleh belum optimalnya keterlibatan kerja *(employee engagement)* guru dan tenaga kependidikan yang ditandai dengan masih adanya beban administrasi, multitugas, adaptasi terhadap perkembangan teknologi, serta belum meratanya penerapan budaya apresiatif dalam pengelolaan sumber daya manusia di sekolah. Penelitian ini bertujuan untuk menganalisis implementasi pendekatan *Appreciative Inquiry*, mendeskripsikan kondisi *employee engagement*, serta merumuskan strategi optimalisasi pendekatan *Appreciative Inquiry* dalam meningkatkan *employee engagement* guru dan tenaga kependidikan di SMKN 1 Kawali Kabupaten Ciamis. Penelitian menggunakan pendekatan kualitatif dengan metode studi kasus. Pengumpulan data dilakukan melalui wawancara mendalam, observasi, dan dokumentasi, sedangkan analisis data menggunakan model interaktif Miles dan Huberman yang meliputi reduksi data, penyajian data, penarikan kesimpulan, serta triangulasi sumber dan teknik. Hasil penelitian menunjukkan bahwa implementasi *Appreciative Inquiry* telah dilaksanakan melalui tahapan *Define, Discover, Dream, Design, dan Destiny*, meskipun belum optimal pada aspek pemerataan partisipasi dan sistem apresiasi yang berkelanjutan. Kondisi *employee engagement* guru dan tenaga kependidikan secara umum berada pada kategori baik dengan dimensi *dedication* sebagai aspek yang paling dominan, diikuti *vigor* dan *absorption*. Strategi optimalisasi yang dirumuskan menitikberatkan pada penguatan kepemimpinan apresiatif, pengembangan budaya organisasi yang kolaboratif, serta pengembangan sumber daya manusia melalui pelatihan, MGMP, pembinaan, dan peningkatan kompetensi secara berkelanjutan sehingga mampu meningkatkan keterlibatan kerja guru dan tenaga kependidikan secara berkesinambungan.

Kata kunci: *Appreciative Inquiry, Employee Engagement*, Guru dan Tenaga Kependidikan, Manajemen Sumber Daya Manusia, Sekolah Menengah Kejuruan.

ABSTRACT

This thesis is entitled: OPTIMIZATION STRATEGY OF THE APPRECIATIVE INQUIRY APPROACH TO ENHANCE EMPLOYEE ENGAGEMENT (Case Study of Teachers and Educational Staff at SMKN 1 Kawali, Ciamis Regency), Yanto Supriyanto, NIM.82302425026. This study was motivated by the fact that employee engagement among teachers and educational staff has not yet been fully optimized, as reflected in administrative workload, multitasking, adaptation to technological developments, and the uneven implementation of an appreciative organizational culture in human resource management within the school. The objectives of this study are to analyze the implementation of the Appreciative Inquiry approach, describe the condition of employee engagement, and formulate optimization strategies for applying Appreciative Inquiry to improve employee engagement among teachers and educational staff at SMKN 1 Kawali, Ciamis Regency. This research employed a qualitative approach using a case study design. Data were collected through in-depth interviews, observations, and documentation, while data analysis applied the Miles and Huberman interactive model consisting of data reduction, data display, conclusion drawing, and source and technique triangulation. The findings reveal that Appreciative Inquiry has been implemented through the Define, Discover, Dream, Design, and Destiny stages, although its implementation has not yet been optimal, particularly in terms of equitable participation and sustainable appreciation systems. Overall, employee engagement was found to be at a good level, with dedication as the strongest dimension, followed by vigor and absorption. The proposed optimization strategy focuses on strengthening appreciative leadership, developing a collaborative organizational culture, and enhancing human resource development through professional training, teacher working groups (MGMP), coaching, and continuous competency development to sustainably improve employee engagement.

***Keywords**: Appreciative Inquiry, Employee Engagement, Teachers and Educational Staff, Human Resource Management, Vocational High School.*