

## **ABSTRACT**

*Competitive advantage is a very useful and influencing instrument for business. According to research that has been done, there is a global integration trend that shows standarization in recruitment, management and talent development so that organizations have a competitive advantage. The purpose of this research is to identify the success factors and challenges in the talent management process, and to produce a strategic planning model in order to help the company towards the direction of human capital. This study analyzes the factors that affect job satisfaction, namely factors that exist in employees and job factors owned by employees. This study uses a qualitative method with a phenomenological approach as a research tool. Analysis of the results of the information is then mapped according to the factors that are raised in this study, then builds the development of a soft model from the factor mapping. The interview process involved 6 (six) participants with the criteria of 3 (three) people who had passed, and 3 (three) people who had failed in the selection of the talent management program. The results showed that there are five factors that influence the perception of employee satisfaction with the talent management strategy. The five factors are work attitudes, mindset, promotion opportunities, work relationships, and employee motivation.*

*Keywords: competitive advantage; human capital; talent management strategy; job satisfaction; talent development; recruitment standardization; strategic planning model.*