

Research Article

# Bridging the Gap: Enhancing Technical Managers' Competence in Strategic Hiring through Value-Aligned Decision-Making

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**Abstract:** Through value-aligned decision-making in global business management this study investigates the new trend of providing technical managers with strategic hiring competencies. The study identifies skill gaps in technical managers' human resource (HR) capabilities and assesses the effect of value-aligned hiring on organizational outcomes through a methodical literature review of secondary data. A thematic analysis identifies important trends such as the development of hiring procedures the strategic function of technical managers and the significance of systems that are aligned with values. Results show that although value-aligned hiring improves cultural fit and employee retention, technical managers frequently lack the HR expertise required for successful hiring. In order to close these gaps, the study suggests specific training frameworks adding to the conversation about values-based hiring and its effects on international industries.

**Keywords:** Value-aligned hiring, technical managers, strategic recruitment, organizational values, HR competencies, global business management.

## INTRODUCTION

In the quickly changing world of international business management a key factor in determining long-term success is how well organizational values are reflected in employee actions and decision-making. According to Gelle-Jimenez and Aguilung (2021) the incorporation of value-aligned practices especially in human resource management (HRM) represents a paradigm shift away from traditional skill-centric approaches and toward those that prioritize cultural and ethical congruence. In the hiring and training of managerial talent this change is particularly noticeable as complex organizational problems can no longer be solved with technical proficiency alone. As companies look to develop cohesive high-performing teams in a variety of international markets the need for technical managers to have strategic hiring competencies based on organizational values has grown in importance (Spilsbury et al. in 2022). With an emphasis on value-aligned decision-making in strategic hiring this paper examines the growing trend of providing technical managers with HRM capabilities and its implications for changing international business practices.

The fundamental framework for directing employee behavior settling disputes and influencing decision-making is provided by organizational values (Brown & Sweeting). An organization's ability to draw in and keep talent that supports its goals and objectives is influenced by these values which also help to define its identity. Values-based hiring promotes long-term employee engagement and organizational loyalty by prioritizing the evaluation of candidate's alignment with organizational principles over technical qualifications (Ritchie et al. 2018). This strategy has been demonstrated to improve organizational performance overall, decrease turnover, and improve

cultural fit especially in sectors with fierce global competition and quick technological advancements (Gelle-Jimenez & Aguilung 2021). Applying value-aligned hiring is not without its difficulties though especially when technical managers are involved, as they frequently lack formal HRM training.

Technical managers are expected to participate in strategic HRM functions such as talent development and recruitment despite their traditional responsibility for operational and technical oversight (Spilsbury et al. 2022). They must handle intricate interpersonal relationships in this expanded role and make hiring decisions that align with company values. However, a lot of technical managers struggle with critical skill gaps in areas like value-based interviewing, cultural fit assessment, and candidate evaluation (Rich & Rich 2021). These flaws may make hiring less successful, resulting in mismatched employees and weakened organizational unity. To enable technical managers to carry out their changing responsibilities in global business management, it is imperative that these gaps be filled through focused training and development initiatives.

Value-aligned hiring is important for industry trends as well as for specific companies. Value congruence is a strategic necessity as globalization increases and companies must negotiate various cultural, ethical, and operational contexts (Brown & Sweeting). It has been acknowledged that values-based hiring promotes inclusivity increases employee satisfaction and creates organizational cultures that are flexible enough to adjust to change (Ritchie et al. 2018). Additionally, it has been demonstrated that incorporating values into mentoring and recruitment initiatives enhances employer branding and draws in talent that shares the organization's goals (Rich &

Rich 2021). Technical managers must become experts in these techniques to position their companies as leaders in moral and sustainable business practices in addition to ensuring operational success. Using value-aligned decision-making to improve strategic hiring competencies, this paper aims to address the crucial nexus between technical management and HRM.

### **Objectives**

The study aims:

1. To evaluate how value-aligned hiring enhances employee retention and organizational performance in global business.
2. To identify deficiencies in technical managers' strategic hiring skills and propose recommendations.

## **LITERATURE REVIEW**

### **Evolution of Hiring Practices in Global Business Management**

Global business management hiring practices have changed dramatically over time moving from traditional skill-based hiring to value-aligned hiring. At first traditional channels like print media and employment agencies were used to highlight technical credentials and experience (Sinha and Thaly 2013). But in order to satisfy demands for quality speed and cost-effectiveness contemporary multinational corporations are now turning to creative sourcing techniques like social media platforms.

More significantly hiring practices nowadays place a strong emphasis on compatibility with company culture and values. The goal of this new trend in value-aligned hiring is to create cohesive productive teams that share the company's mission and long-term objectives rather than merely filling open positions. Rotich (2015) describes how HRM has evolved over time and emphasizes how changing business environments have reshaped recruitments function from administrative to strategic. Organizational development and HRM integration show how hiring people whose values match those of the company is becoming more and more important.

Khattak et al. (2015) emphasize further that an effective and strategic hiring process is essential to the growth of an organization. Value-fit and behavioral alignment lead to positive work attitudes increased productivity and long-term growth according to their phenomenological study. Global corporations are realizing more and more that a strong cultural fit can improve employee engagement lower turnover and foster a cohesive workplace culture.

### **Role of Technical Managers in Strategic Hiring**

In current global business technical managers are taking a more strategic role in the decisions of recruitment. To acquire technically proficient talent commensurate with innovation-based organizational objectives, technical managers are now required to take an active role in the recruitment process beyond the supervision of projects and engineering mastery.

As Kim et al. (2014) assert that competitive advantage in

knowledge economies is largely reliant on technical talent management. Their method emphasizes the requirement for specialized hiring development and retention processes for engineers and other technical experts—functions where technical managers can offer valuable counsel.

Most technical managers are not professionally trained in human resource activities, however, which creates a major barrier and generates an expectations-readiness gap. Following Gilch and Sieweke (2021), these managers often struggle to assess soft skills cultural fit or longer-term organizational fit because they don't have deep insight into structured recruitment practices. Their research indicates that recruitment is a strategic activity that plays a crucial role in talent renewal and digital transformation and not merely an ordinary chore.

Brown (2017) highlights even further how technical hiring managers have to employ more holistic strategies to seal skills gaps like industry-education partnerships skill-based incentives and pay for performance. To establish healthy talent pipelines technical managers, have to now adopt strategic HRM roles alongside their extreme subject-matter knowledge.

### **Value-Aligned Decision-Making: Concepts and Benefits**

To build moral harmonious and productive workplaces value-aligned decision-making is a term used for the explicit inclusion of individual and organizational values in hiring and behavior processes. In the process of hiring this means selecting candidates based on the degree of similarity between their values and the organizations mission ethics and culture as well as their skill set. This has been proven to boost worker engagement reduce attrition and build lasting organizational allegiance.

Karanik et al (2024) highly regard value-aligned models which were originally developed for autonomous systems to be applied in organizational decision-making. According to Schwartzs Basic Values Theory their approach demonstrates the way prioritizing values at the top in organized decision-making enhances strategic clarity and moral judgment.

Like this Billhardt and Fernández (2024) emphasize that agents and institutions both become more adaptive and context-sensitive when value congruence is deeply embedded in decision-making systems. It is enabled by such alignment to provide consistent and coherent reactions to dynamic environments such as in human resource practices.

Brown and Sweeting (n.d.) insist that organizational values are a moral compass that drives behavior and decision-making at every level which gives greater merit to this perspective. Improved interpersonal trust teamwork and role clarity—key elements of the psychologically safe and productive workplace—are the result of employees understanding internalizing and sharing core values.

### **Skill Gaps and Training Needs for Technical Managers**

Even with deep technical knowledge, technical managers often lack human resource (HR) competencies necessary for effective hiring and team formation. Without training, it becomes a strategic weakness when firms increasingly call upon technical leaders to contribute in hiring and talent management.

Rapid technological development has outpaced technical professionals trained for human resources as pointed out by Hernandez Thompson and Zoghi (2024). While companies seek candidates who have both technical capabilities and people skills technical managers themselves typically lack fundamental HR skills such as conducting structured interviews evaluating cultural fit or understanding person-brand alignment—abilities that are crucial in today's changing and collaborative workplaces.

Throughout the recruitment process Hurrell and Scholarios (2014) emphasize the importance of assessing value alignment and soft skills. Their study indicates that especially in industries with customers HR processes focusing on person-brand alignment can significantly bridge social skills gaps. However, most technical managers themselves do not possess the competences required to identify or measure such underlying factors making it even more challenging to develop cohesive and brand-aligned teams.

By collaboration between education and industry like apprenticeships to bridge technical skill gaps Arthur-Mensah (2020) offers a half fix. Nevertheless, managers' own HR competencies must still be created in parallel. Where technical competence is not enough in certain domains this involves training in value-aligned recruitment practices behavioral interviewing and interpersonal skills development methods.

**Emerging Trends in Global HR and Business Management**

The worldwide HR landscape is transforming radically as a result of globalization altering the expectations in the workforce and technological innovations. The application of artificial intelligence (AI) to recruit the development of diversity and inclusion (DandI) initiatives and the widespread adoption of hybrid and distant work patterns are among the most significant trends. These developments are revolutionizing the strategic functions of technical managers across numerous global industries as well as

transforming HR processes.

AI-based recruitment tools now enable predictive hiring automated screening and personalized candidate experience which accelerates the recruitment process as stated by HR ETIG (2024). Technical managers are meant to collaborate more intensively with HR departments in this role bringing domain-specific expertise to interpret AI-produced data and ensure hiring practices align with technical specifications as well as cultural alignment. As per Kakepota and Atif (2024) worker empowerment continuous feedback and digitally empowered engagement strategies are now at the center of the new HR paradigm. Technical managers have to shift from being task supervisors to inclusive leaders who are able to manage multigenerational diverse cross-cultural and virtual and hybrid teams. Human resource development (HRD) is increasingly interdisciplinary with emphasis on strategic workforce planning learning agility leadership development reports Darman et al. (2023). Technical managers are therefore required to retrain in people skills such as emotional intelligence cross-functional cooperation and value-based leadership besides technology.

There is still a gap in the literature regarding Technical Managers' Competence in Strategic Hiring by Value-Aligned Decision-Making. This paper seeks to cover the gap.

**METHODOLOGY**

**Research Design**

Utilizing descriptive research design this study examines the function of value-aligned hiring and technical managers HR competencies in global business management through secondary data analysis. Comprehensive synthesis of current knowledge is ensured by a systematic literature review (SLR) along with Thematic understanding.

**Data Sources**

The study uses academic publications industry reports and peer-reviewed journal articles from databases like JSTOR EBSCO Google Scholar and Scopus. The chosen literature covers topics such as value-aligned hiring the HR responsibilities of technical managers and worldwide HR trends. It spans the years 2013–2024. A total of 15 papers were examined publications in 2024 increased significantly (6 papers) indicating a rise in scholarly interest.

**Table 1: Year-wise Count of Papers**

Year	No. of Papers
2013	1
2014	2
2015	2
2017	1
2020	1
2021	1
2023	1
2024	6

**Table 2: Number of Papers Per Theme**

Topic	No. of Papers
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Recruitment & hiring	4
Technical Talent & Skills	3
Digital Transformation in HR	3
Value-Aligned Systems & Practices	3
Skills Gap & HR Training	3
HRD & Learning Trends	3

**Data Collection**

The following keywords were used in a systematic search: value-aligned hiring, technical managers, HR skills, strategic recruitment, organizational values and global HR trends. Papers had to be peer-reviewed published in English and pertinent to HRM or global business management in order to meet the inclusion criteria. Non-empirical studies and those with no emphasis on technical management or hiring were excluded based on certain criteria. Six themes emerged from the final corpus: HRD & Learning Trends, Value-Aligned Systems & Ethical Decision-Making, Technical Talent & Strategic Hiring, Recruitment & Hiring Evolution, and Digital Transformation in HR.

**Data Analysis**

The literatures patterns and trends were found using thematic analysis. The procedure was carried out in accordance with the six-step framework proposed by Braun and Clarke (2006): (1) getting acquainted with the data (2) creating preliminary codes (3) looking for themes (4) evaluating themes (5) defining themes and (6) creating the report. After coding each paper for recurrent themes like cultural fit HR skill gaps and AI in hiring the ideas were categorized into six predetermined themes.

**Scope and Limitations**

Technical managers play strategic roles in global industries, specifically manufacturing services and technology. Because it only uses secondary data, it might not be able to capture organizational practices in real time. Furthermore, gaps in longitudinal insights may be reflected in the unequal distribution of publications.

**THEMATIC ANALYSIS**

**Recruitment & Hiring Evolution**

Studies demonstrate the transition from skill-based to value-aligned hiring. Technical credentials were a major factor in traditional hiring, but in order to improve team cohesiveness and lower turnover, modern methods place more emphasis on cultural fit and value. With an emphasis on speed and quality, social media and AI-powered tools have further transformed sourcing.

**Technical Talent & Strategic Hiring**

Studies emphasize the expanding role of technical managers in strategic hiring. These managers inability to evaluate soft skills or cultural fit is a result of their domain expertise and frequent lack of HR expertise. Securing innovative talent requires customized recruitment tactics.

**Digital Transformation in HR**

Studies highlight AIs role in automated screening and predictive hiring. As part of a larger digital shift in HRM technical managers and HR must work together to maximize these tools while maintaining value alignment.

**Value-Aligned Systems & Ethical Decision-Making**

Studies emphasize that value-aligned hiring promotes moral workplaces and strategic clarity. Values improve employee trust and the coherence of decision-making as demonstrated by Schwartzs Basic Values Theory and related frameworks.

**Skills Gap & HR Training**

Studies pinpoint technical managers deficiencies in HR competencies specifically in structured interviewing and cultural fit evaluation. To close these gaps value-based hiring and behavioral interviewing training are advised.

**HRD & Learning Trends**

Studies discuss interdisciplinary HRD placing a focus on learning agility and leadership development. Technical managers who want to effectively manage diverse hybrid teams must retrain in people-centric skills.

**DISCUSSION**

A key trend in global business management value-aligned hiring is motivated by the need for ethical workplaces and cultural cohesion, according to the thematic analysis. Its advantages such as improved organizational performance, employee engagement, and retention are highlighted in the literature (Brown & Sweeting (2015). However technical managers strategic recruitment involvement presents difficulties because their efficacy is limited by their HR skill gaps especially in evaluating soft skills and cultural fit (Gilch & Sieweke 2021; Hernandez et al. 2024). This discrepancy emphasizes the necessity of focused training initiatives like those that use value-based frameworks and behavioral interviewing (Arthur-Mensah 2020).

Technical managers need to balance technological insights with human-centric judgment which is made more difficult by digital transformation especially AI-driven hiring (HR ETIG 2024). incorporating values into hiring practices as suggested by Karanik et al. (2024) presents a viable remedy that permits moral and flexible decision-making. But the unequal distribution of studies (e. g. 3. six papers in 2024 compared to one in previous years) indicates that there are still gaps in primary data and longitudinal studies in this field which is still in its infancy.

The results are consistent with broader trends in HRD where leadership roles are being reshaped by interdisciplinary approaches and ongoing learning (Darman et al. (2023). Technical managers need to develop into inclusive leaders who can lead diverse hybrid teams this calls for retraining in cross-cultural cooperation and emotional intelligence (Kakepota & Atif 2024). For businesses looking to maintain a competitive edge in international markets and create robust talent pipelines these insights have real-world applications.

## CONCLUSION

This study emphasizes how value-aligned hiring especially when technical managers are strategically involved can revolutionize global business management. Although value alignment improves organizational outcomes there are major obstacles due to technical managers lack HR expertise. To close these gaps behavioral interviewing cultural fit evaluation and value-based decision-making require focused training. It is even more important for technical managers to adjust to changing HRM paradigms when AI and interdisciplinary HRD practices are combined. Future studies should make use of primary data and longitudinal designs to gain a deeper understanding of these trends so that businesses can create cohesive productive teams that are in line with their strategic objectives and core values.

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