

Innovative diverse talent management pools in the field of physiotherapists: A qualitative study in public value driven healthcare sector of Greece

Klontira Maria and Gkirni Kyriaki

¹Physical Therapist MSc, Public Primary Health care, 25th Martiou 20, Thessaloniki, 54646, Greece

²Physical Therapist MSc, Greece

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ABSTRACT: *Background:* Talent management (TM) and organizational talent pools in general, is used as an umbrella term to refer to the current and future people resourcing needs of an organization. Over the years, the healthcare sector of Greece seems it cannot manage and channel the chances of creation of talent pools in Physiotherapy, in order to multiply innovation, expertise and new ideas. As Physiotherapists we can change people's lives in a positive way, but one thing is certain, that our personalities are unique, our way of thinking is different and we tend to be potential talented in a diverse way.

Objective: This research will try to shed light on a glaring gap, whether diversity and innovational thinking of individuals can contribute to the development of talent management pools in the rising profession of Physical therapy in Greece, in order to meet the worldwide demands.

Methods: This study documents the current thinking on talent management within the Physiotherapy profession in Greece. Interviews were taken from eleven Physiotherapists from two different public hospitals and two organizations from public primary health care of Greece, in the region of Thessaloniki.

Results: The results of the study have revealed a lack of interest; understanding and appreciation of the possibilities that talent management could bring the physical therapy profession confront with profitable talent management pools. Managers are reluctant to allow employees to participate in talent management pools and that our participants are generally unaware of the term and show hesitation in a potential participation in such a project.

Conclusions: Our study concluded that most of the Physical therapists who were included in the study was reluctant to participate in talent management pools.

KEYWORDS: Talent management pools, cooperative innovation, strategic innovation, diversity.

1 INTRODUCTION

A talent management architecture is the combination of systems, processes and practiced developed by an organization to ensure that the talent management is carried out effectively (Sparrow, P. S., Makram, H. 2015). Through this, valuable and rare talent enables an organization to create the appropriate strategies in order to achieve sustained competitive advantage (Mcdonnell, A., et. al. 2011). Talented employees, especially in the healthcare sector are both an organization strategic asset and a manipulable resource that has the potential to contribute in value creation and innovation. Talent management is a positive revolution, is a central concept that can motivate and retain healthcare workers. Talent is not about the activity; it is about what the talent does with you, about how you are managing your abilities and what you can do totally at ease, that satisfies you, that makes time fly, that reloads your batteries. People in healthcare is our future competitive landscape (Lawler, E. E. 2008), our greatest asset.

Talent management (TM), remains underdeveloped, especially in the healthcare sector in Greece and although the high level of interest in the field over the past decades, it is paradoxical poorly defined and in lack of theoretical background.

In the profession of Physical therapy, we meet talent as a natural ability, a unique mix of innate intelligence of brain power, which makes people effective in their bond with their superiors and subordinates. Physical therapists are called “busy bees” as they approach talent throughout commitment, motivation, interest and passion.

A talent pool is the database of potential candidates that could end up working at an organization, down the line (Ingram, T., Glod, W. 2016). A talent management pool of a hospital has a strategic intention, uses long term perspective and innovational thinking in order to achieve strategic impact.

Organizations in healthcare sector commonly pursue competitive advantage via a ‘promote from within’ talent pool strategy (Lewis, R. E., Heckman, R. J. 2006). Hospitals worldwide tend to cooperate in order to create talent management pools, but might then compete to utilize the talent pool for their own gain in order to remain competitive. The development of a talent pool which is combined from high-performers and high-potentials incumbents can fill in the roles that differentially contribute to an organization’s sustainable competitive advantage (Collings, D. G., Mellahi, K. 2009). Talent pooling could easily set high goals for the organization without pressing and stretching its talents, create a healthy working environment and let employees ‘think out of the box’. Talent pools are a great way to group candidates together in order to help your team filter, search and innovate in a diverse way.

2 METHODOLOGY

Addressing important gaps in talent management pools from the HR departments in Greek hospitals and public primary health care, this research tried to develop a practice model of talent pools in talent management throughout the opinions of eleven Physiotherapists from two general hospitals and two Physical therapy organizations of Primary Health Care in Greece-Thessaloniki.

This survey was carried out for a period of 6 months (March 2019 to September 2019) and it was conducted after taking permission from the Committee for Research Ethics of the University of Macedonia.

Participants were chosen and approached from within our existing network. All Physical therapists fulfilled the inclusion criteria, the purpose and the benefits were explained to all the participants and voluntary written informed consent was obtained. All Physical therapists included was laboratory workers from age 35-60 years old and from both genders. The Physiotherapists were chosen according to their clinical, academic, personal talent managing roles, professionalism, credibility, dependability, transferability and confirmability.

We performed in-depth semi-structured interviews focusing on the talent management pools as this enables a detailed exploration of a real-life phenomenon and its’ context, which suits the research question under study. The majority of the interviews took place face-to-face, in the interviewees working environment, helping the participant to feel relaxed and calm in order to extract the information required to complete the puzzle. The interviews lasted approximately between 45-90 minutes.

Interviewees were asked to answer a range of nine open questions, without the presence of another person, in order to feel free to answer without pressure and fear.

The questionnaire was written after methodical study of all the related articles and bibliography in order to cover all the range of talent management, talent management pools and especially (TM) pools in health care.

Interviews were recorded, de-coded in a word text and data analysis followed by the creation of a set of themes. Interviews were broken into chunks of data, using mostly sentences and words. These sentences and words were allocated with a close code from our list of themes. The closed codes were brought together in order to be researched for new ideas within our themes, compared how each theme and sub-theme relate together and how emerging new ideas complements the literature. The collected interviews and document data was analyzed using ATLAS.ti.8.

Our major purpose was to extract different point of views, new knowledge, understand and point the problem, understand why the problem is so important for the evolution of health care in Greece and to fill in the gap of the literature review in talent management pools, especially in the profession of Physical therapy.

The most important and notable themes that raised from our research were: whether the health care system of Greece can support the creation of a talent management pool system for the profession of Physical therapists and if a (TM) pool can create innovational thinking in that field. The possibility of inclusion diverse talented people in a talent pool and if this pool can create competitive advantage for the health care system in general. The possibility that a (TM) pool can create new ideas and improve innovational thinking within the health care system of Greece and particular in the field of Physical therapy in order to meet profitable organizational needs. If diversity in a (TM) pool can boost innovation and how is this diversity and innovational thinking is promoted by the managers of the health care system of Greece.

3 RESULTS

A total of eleven participants were included in the study (1 male and 10 females). Data was collected by recording in-depth semi-structured interviews. The response rate was 100%. Majority of the participants were females (99%) and males were (1%).

Participants were active Physical therapists coming from a small range of two public hospitals and two organizations from the public primary health care from the region of Thessaloniki. The two participating hospitals were: Papanikolaou General Hospital of Thessaloniki and Genymatas General Hospital of Thessaloniki. The two organizations of the primary healthcare are: 1st Physiotherapeutic Health Center of 25th Martiou of Thessaloniki and 2nd Physiotherapeutic Health Center of Thessaloniki.

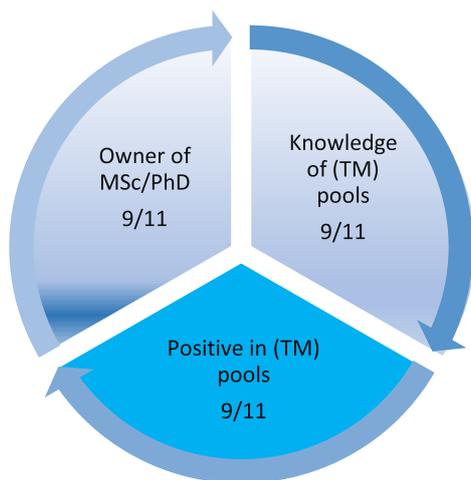


Fig. 1. Correlation between professional specialization, knowledge and positive believes

Research showed a clear positive correlation between professional specialization (MSc-Master or PhD 9 out of 11 participants), knowledge and positive believes about the creation of talent management pools in health care sector (9 out of 11 participants), especially in the profession of Physical therapists. The key difference between talented and non-talented professionals is that talented are significantly more likely to wish rotational participation in talent management pools.

There are bright examples of Physiotherapists working successfully in new roles according to their talent, using innovational TM, but there is need for more (Gallardo-Gallardo, E., et. al. 2013) and there is a great need for highly qualified Physical therapists, which may be regarded as talents and have the ability and the strength to emphasize this evident in healthcare sector in Greece (Ingram, T. & Glod, W. 2016).

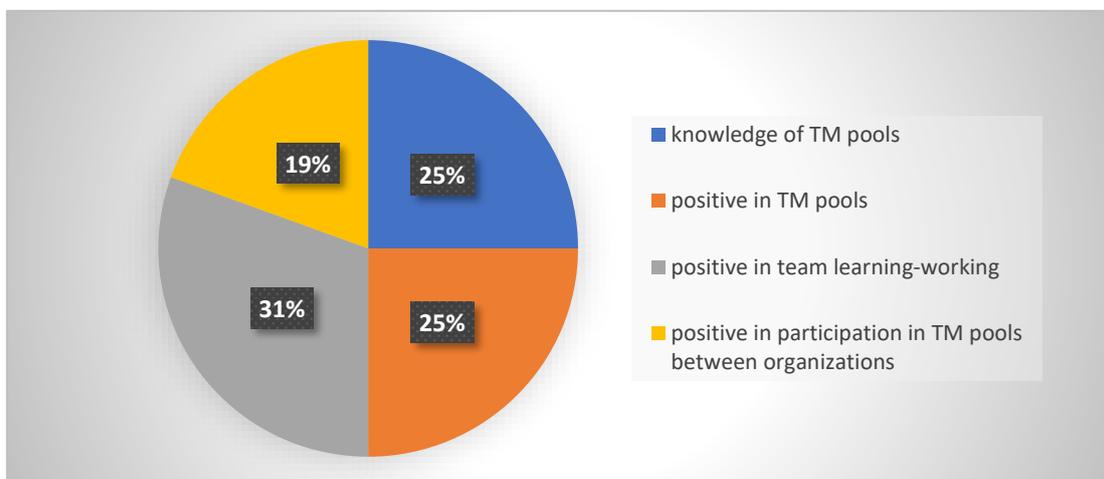


Fig. 2. Positivity in participation

Knowledge of TM pools and positivity in participation, seems to be a vice versa hypothesis.

Our research illuminated the fact that Physical therapists are willing to broad their knowledge but unwilling to share this knowledge with others. All participants in our interviews consider team working and team learning, not only important, but essential for their development, not only as professionals but also as evolving human beings in a productive process of continuous learning.

25% of them have good knowledge of talent management pools, 25% have positive opinion about TM pools, 31% of our participants are positive in a team learning and working environment and 19% of them are positive in participation in TM pools between health care organizations. Our participants also believe that team learning is of great importance contributory factor, for more comprehensive physical treatments for their patients.

Recruitment must be seen as an opportunity to cooperate, learn and drive innovation out of scarce sources. There is clear evidence of the link between TM and a range of important outcomes within health services, including patient satisfaction, organizational-financial performance, staff well-being, engagement, overall quality of care and organizational learning (Kravariti, F., 2016).

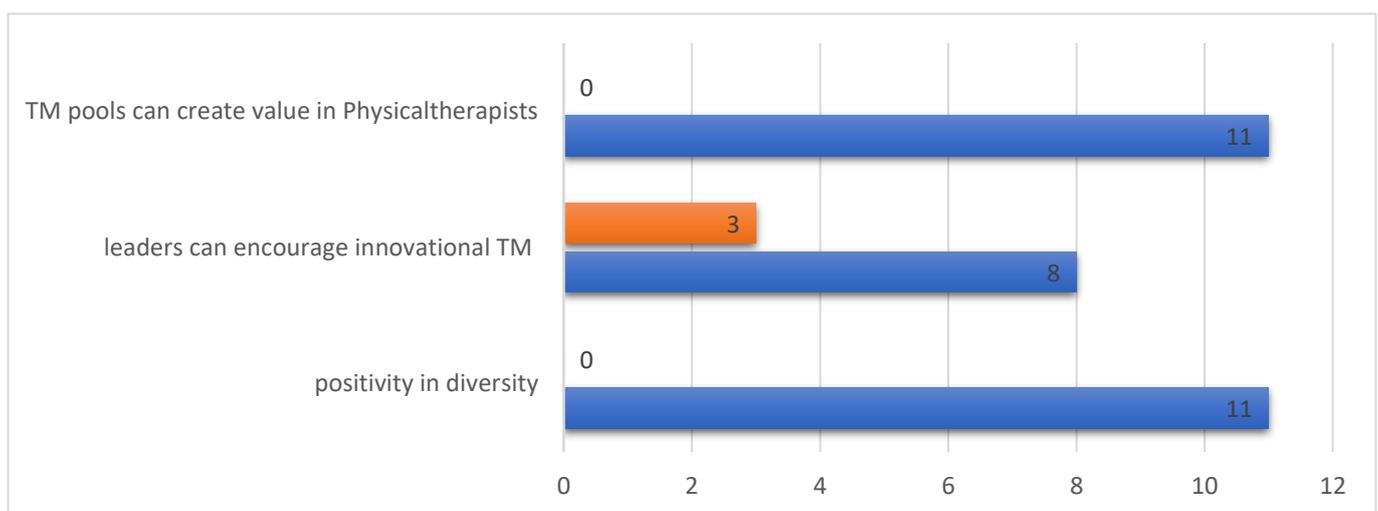


Fig. 3. Diversity and (TM) pooling

Understandably, recruitment must be seen as an opportunity to cooperate, learn and drive innovation out of scarce sources. Physiotherapists are high performers: “the best of class” (Smart, B. D. 2005), and they tend to be the most important organizational drive as they “innovate more, work smarter, are trustworthy, have articulate passionate vision, implement diversity and change more effectively, demonstrate resourcefulness and find ways to get the job done in less time and less cost” (Snyder, N. T., Duarte, D. L. 2003). Their diversity cannot only be used in health care services but could and should be extended to other organizations, such as educational programs in schools and in the management of health care. Apparently, diversity can become a “positive conduit for the rational and fullest use of all the abilities of the Physical therapists in Greece health care system”.

In this research all participants consider that talent management pools can create value for the Physical therapy profession. Eight out of eleven participants consider that leaders of health care organizations in Greece can encourage TM innovation and contribute in maximizing the performance of them. And finally, all our participants have great positivity in including diversity into the health care organizations of Greece.

4 DISCUSSION

The central research idea of the study was: how does talent optimization and accepted innovational thinking in the profession of Physical therapists can affect the quality of the provided rehabilitation care in hospitals and primary health care in Greece and potentially allow the creation of talent management pools.

Our research shows the fact that creating strong talent management pools is far away from the Greek health care reality. Managers seem to be unwilling to ‘share’ their employees and employees are unwilling to participate in talent management pools.

Research showed that many of our participants were engaged in initiatives in order to increase awareness for talent management pools but few had considered how to use talent management as a vehicle for the creation of talent management pools.

Hospitals are urging to economize in order to remain viable and primary health care system in Greece is still under ruinous reconstruction. HR professionals and the headquarters of primary health care referred to the talent management pools as a challenge too difficult, as they are “fishing in the same pool” with the other hospitals!

It is hoped and expected that all of this data analysis will form the basis for a short engagement for hospitals and Physiotherapists of the creation of talent management pools that will rationally use all sources and strength in order to create innovation and improvement of the provided services, although interviewees expressed a concern that clinical talent management and talent pools is not being used effectively in the healthcare sector of Greek hospitals re-design.

5 CONCLUSION

This research, intends to make an original contribution. Study suggests that more attention in talent management and potentially in the creation of talent pools in the profession of Physical therapy could give support in individuals to take greater career accountability, self-management and clarify the ‘career deal’ (Herriot, P. & Pemberton, C. 1996). Rational talent pooling could be a base for improvement of cognitive abilities of all the employees and an opportunity of maintaining knowledge at high levels. The surpassing of employees’ personal boundaries and full potentials, for the health care system, is according to our interviewees the hardest task. Exploiting employees specialized knowledge could possibly enable them to deliver this acquired knowledge back to their organization in order to raise the bar and the barriers of provided health care services.

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CONFLICT OF INTEREST

The authors declare no conflict of interest.

ETHICS STATEMENT

Written informed consent had been obtained from all the participants prior to write down any opinions. All Physical therapist participants are members of the Hellenic Physical Therapy Society, with ages over 17 years old.

AUTHOR CONTRIBUTIONS

All authors listed have made a substantial, direct and intellectual contribution to the work, and approved it for publication.

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