

**A Survey of Retention Factors to Develop Strategies to Maintain Administrators and Coaches at the Interscholastic Level**

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The ideal personnel management plan would include six (6) components: assessing, recruiting, hiring, training, retaining, and decruiting. It is routine practice for sport managers to establish organizational needs followed by communicating these organizational needs to qualified candidates (Chelladurai & Madella, 2006). Next, sport managers are responsible for identifying and hiring personnel who are the best person-to-task fit and person-to-organization fit (Chelladurai & Madella, 2006). Then, the organization must develop the professional skills and work ethic of the employees (Chelladurai & Madella, 2006). In addition, sport managers must also identifying personnel who are a poor person-to-task fit and person-to-organization fit in order to boost performance and satisfaction. However, one of the most important aspect of personnel management and often ignored by sport managers is retention - identifying why administrators and coaches continue working for the same athletic organization (Cieslak & Pastore, 2004). Therefore, the objectives of this study were to 1) develop a more comprehensive retention framework and instrument and 2) examine which retention factors are most important and which retention factors are being fulfilled, and 3) develop management strategies for sport managers to provide servant leadership.

First, this study expanded previous research (Cieslak & Pastore, 2004; Inglis, Danylchuk, & Pastore, 1996; Pastore, Danylchuk, & Inglis, 1999) by adding a retention factor (i.e., leadership (LD) to the framework and modifying the measurement of established retention factors (i.e., work balance (WB), work conditions (WC), recognition (RC), collegial support (CS), and Inclusivity (IN)). A panel of experts, field test, pilot test, and final sample were used to establish validity and reliability of the retention factor instrument (RFI). A total of 498-participants (n=123 athletic directors and n=375 coaches) completed the final version of the RFI which consisted 36-items assessing 6-factors. Analysis of the data was conducted with SPSS 13.0 and AMOS 4.0 programs. The results of the analyses produced the following: 1) the descriptive statistics indicate that the LD factor contributes considerably to retention measurement, 2) the internal consistencies were acceptable for the six factors ( $\alpha = .78 - .91$ ); and 3) confirmatory factor analysis indicated the absolute fit indices and incremental fit indices verified a good fit of the data.

Next, the study continued the research of Cieslak and Pastore (2004) which examined the strategies being used to retain administrators and coaches at the interscholastic level. In specific, interscholastic athletic directors and coaches in the state of Georgia were asked to indicate the importance of each retention factor and determine if these factors were being fulfilled. Participants were selected using 2-stage random sampling (i.e., cluster and stratified random sampling) from Georgia High School Association (GHSA) athletic programs. A total of 1372-participants (n=196 athletic directors and n=1176 coaches) were surveyed and 498-participants (n=123 athletic directors and n=375 coaches; n=102 females and n=393 males) completed and returned the 36-item survey - a 36.3% response rate. Analysis of the data (i.e., descriptive statistics, ANOVAs and MANOVAs) were conducted with the SPSS 13.0 program. The initial results indicated there were significant differences in importance of RC ( $p < .001$ ) and LD ( $p < .05$ ) scores between position in addition to significant differences in fulfillment of WC ( $p < .05$ ), RC ( $p < .05$ ), and LD ( $p < .01$ ) scores. Also, there were significant differences in importance of WB ( $p < .01$ ), RC ( $p < .05$ ), and CS ( $p < .05$ ) scores between sex in addition to significant differences in fulfillment of WB ( $p < .01$ ), WC ( $p < .01$ ), and LD ( $p < .01$ ) scores.

In conclusion, this research has indicated that interscholastic athletic directors and coaches suffer from burnout and role conflict (i.e., work balance), inadequate support (i.e., work conditions), lack of mentoring (i.e., work conditions and leadership), lack of job satisfaction (i.e., recognition), their role being insignificant (i.e., collegial support), discriminatory practices (i.e., inclusivity), and poor leadership. It is recommended sport managers measure the importance and fulfillment of retention factors in order to identify these managerial issues and develop strategies to provide their administrators and coaches with the resources and leadership necessary to be successful. Recommendations for sport managers, managerial strategies to increase retention, will be discussed.