

## **An exploration study of the concept RESPONSIBILITY among managers**

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A mapping sentence for the concept RESPONSIBILITY is suggested. I do not study here ALL facets of responsibility in life. In particular, I do not study moral responsibility, although it is an important aspect in any discussion on responsibility. In addition, I display here a semantic space of the concept RESPONSIBILITY only for the Cartesian combinations of responsibility, which prevail in work organizations. I do not study or discuss responsibility in other spheres of life, such as families or communities.

Here is the mapping sentence:

Facet A: RESPONSIBILITY is:

1. Reliability.
2. Commitment.
3. Ability to decide and act according to assigned responsibilities.
4. Ability to accept responsibility for failures (accountability).

{low ----- high} X

Facet B: TOWARD:

1. People.
2. Things.
3. Relationships.

X Facet C: RESPONSIBILITY requires:

C1 (narrow list of elements):

1. Tangible resources.
2. Time.
3. Intangible

resources. C2 (widen list of elements):

1. Physical resources.
2. Knowledge& technology.
3. Financial resources.
4. Skilled workforce.
5. Time.
6. Attentiveness.
7. Motivation.

8. Diligence.

9. Resilience.

10. Management competency.

{little ----- Much}

Before entering real data, I have experimented with simulative data of 100 "managers", generated by a random numbers engine, who "filled" a questionnaire, to test the logic of the semantic space, to correct unnoticed flaws in the mapping sentence, and to play with possible paths of analysis. Eventually, an online 27-item questionnaire has been constructed according to the theoretical mapping sentence. In an explorative venture, 115 real managers from different industries, organizational size, rank, gender and age have returned full valid online questionnaires out of approximately 900 potential respondents of several convenient samples of managers. Some profiles of responsibility concepts among managers and their relationships to the availability of resources to carry these responsibilities, are discussed.