Social Responsibility and the CPA Firm: A Case for Aristotle

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ABSTRACT

This paper attempts to understand social responsibility in the context of the accounting industry, specifically Certified Public Accountants (CPA), who constitute a large section of the industry. Despite the highly publicized ethical issues associated with the accounting field in the past two decades, and the ubiquitous presence of very small CPA firms, we find three areas that have traditionally seen little attention from researchers - social responsibility's ethical roots, its application at the CPA level, and a means to apply and measure it at this level. Using Aristotle's Nicomachean Ethics the authors create a multidimensional framework to understand Aristotelean Social Responsibility. This framework is then tested through qualitative and quantitative analyses such as factor analysis, which includes an iterative model to create a psychometrically robust scale that measures CPA Social Responsibility (CPASR) as it might have been envisaged at the level of today's CPA firm owner by Aristotle.

Keywords: CPA firms, Social Responsibility, Ethics, Accounting, Aristotle

Background

Corporate Social Responsibility (CSR) continues to attract a lot of attention in various aspects of the business spectrum (Cronqvist & Yu, 2017; Gupta et al., 2017; Lins et al., 2017; Turker & Ozmen, 2017). Lins et al. (2017) for example, report that CSR enables the creation of social capital, which in turn can result in better performance in terms of profitability, growth and sales per employee. No doubt CSR still serves as an attractive area of investigation for researchers. In 2008, Egri & Ralston, had put the total number scholarly articles on the topic at approximately 321 (Egri & Ralston, 2008); by 2012, this number had almost doubled to 588 (Aguinis and Glavas, 2012). A number of universities now have incorporated social responsibility not only as a valuable addition to their curriculums (Doh & Tashman, 2014; Memon et al., 2014), but also as means to develop students as key players in developing socially viable initiatives (Ayala-Rodriguez et al., 2017).

Apart from being a well-accepted topic area in academia, social responsibility has also become an often used term in industry wherein it has gained tremendous acceptance (Campbell, 2007; Hofman et al., 2017; James, 2017). Judging from the number of social responsibility reports produced by corporations in the world, it seems that social responsibility has become a de rigueur organizational goal (Ali et al., 2017). Social responsibility as a concept has moved from an ideal dream to an achievable goal (Maon at el., 2017) and from ideology to reality (Won Kim & Matsumura, 2017).

The Elusive Nature of Definitional Clarity and Theoretical Development

Despite this increasing acceptance of the role of social responsibility in the domain of business, academicians find the construct of social responsibility immune to a common, well-accepted definition. In fact, with the increasing recognition of the concept of social responsibility (Altmeppen et al., 2017; Farrington et al., 2017; Skilton & Purdy, 2017; Yakovleva, 2017), there has also been a corresponding increase in the diversity of definitions and understanding of the underlying dimensions of the construct. CSR definitions have mushroomed with the increased popularity of the concept in society (Aguilera et al., 2007; Smith, 2011). Sometimes the conceptualization of CSR is broad and needs to be constructed in a way that is contextual (Farooq & Rupp, 2017) and takes into consideration the specific requirements of various areas in which CSR can occur (Farrington et al., 2017).

There seems to be a proliferation of academic studies on social responsibility; yet it is not an easy task to define the concept (Moon, 2014; Schneider, 2014; Tuncel et al., 2017; Won Kim & Matsumura, 2017). As indicated by McWilliams et al. (2006: 8), “There is no strong consensus on a definition for CSR.” This is even worse when it comes to studying social responsibility from an ethical and moral perspective, as the moral underpinnings of CSR are not clear and agreed upon (Frederick, 2006). Social responsibility continues to mean different things to different people because of its context-specific nature (Aguinas & Glav as, 2017; Farooq & Rupp, 2017). Schneider (2014) suggests that this ambiguity might not necessarily be a bad thing and that it allows the construct of social responsibility to be understood from a variety of viewpoints.

Furthermore, while there is a surfeit of academic studies devoted to Corporate Social Responsibility, and there have even been some studies at the small business level, there is a marked scarcity of scholarly studies devoted to studying social responsibility at a business owner

(CPA) level in the area of accounting. CPA social responsibility is not something that has garnered much attention from the research community. This paucity of research on social responsibility at a CPA business owner level is puzzling, particularly since the importance given to this area at the societal level since the 2000s has been quite visible what with the Enron case and the consequent implication of a Big 5 CPA firm—Arthur Andersen in accounting fraud. In fact, at a political-legal level, the Sarbanes Oxley Act (2002) can be clearly seen as a consequence of a lack of oversight in the area of accounting. Moreover, keeping in mind that most CPA firms are sole proprietorships or private partnerships, an attempt to address the basic theoretical conceptualization of social responsibility at this level would be timely albeit overdue.

According to the AICPA, 52% of Public Accountants in the U.S. were sole practitioners and partners (AICPA, 2010). More recent census statistics (Census.gov, 2016) show that small CPA firms dominate the industry (NAICS Code – 541211) - out of a total of 53899 accounting firms, only 71 employed more than 500 employees, 37000 had between one and four employees. Considering these numbers, we thought it important to assess the understanding of ethics and social responsibility by such firms. This takes on further relevance as the future outlook report from AICPA suggests that concepts such as trust and ethics remain as cornerstones of the CPA community (CPA Horizons 2025 Report, 2010). In other words, social responsibility is intrinsically tied to ethics, and it is important to study the latter in order to truly understand the former.

As seen, the condition of scholarly research under the broad aegis of corporate social responsibility is itself marred by a lack of clarity. Apart from the definitional disagreement, the lack of grounding of social responsibility as an area of study, especially in its ethical roots, is also disconcerting. Unfortunately, this situation is further exacerbated at a small business owner (CPA) level in the accounting industry due to the virtually non-existent focus of academic research at this level. Not having adequate theoretical development of the concept of social responsibility at a private partnership and sole proprietorship level in the accounting world makes it particularly difficult to clarify the meaning and outcomes of social responsibility for CPAs who are such business owners. Keeping in mind the sound advice of Campbell, "Socially responsible behavior may mean different things in different places to different people and at different times, so we must be careful in how we use the concept and how we define it" (2007:950), this paper is written with the intention of deriving some clarity regarding social responsibility at a micro and small business level, especially as related to Certified Public Accountants (CPA). The authors call it CPA Social Responsibility (CPASR).

CPA Social Responsibility (CPASR)

The primary objective of this study is to address the aforementioned gap in social responsibility research. This is achieved by first providing a clear and parsimonious definition of social responsibility at the CPA business owner level. The study accomplishes this objective by adhering to sound definitional and theoretical standards (Bacharach, 1989; Spector, 1992). Second, it establishes firm theoretical and moral underpinnings of the concept of social responsibility by using the lens of Aristotle's Nicomachean Ethics. Third, the underlying dimensions of CPA Social Responsibility as a multidimensional construct are explored using statistical tools such as factor analysis and multi-dimensional scaling. Finally, a psychometrically validated scale to measure CPA social responsibility is developed.

To achieve these objectives, the authors adhere to the following flow-chart model for instrument development as suggested by prior researchers such as Benson and Clark (1982), Spector (1994) and Wheat (1991) (Figure 1):

Figure 1(Appendix): Phases I and II - Flowchart of Qualitative Evaluation
(Adapted from Benson & Clark, 1982 and Spector, 1994)

Figure 2 (Appendix): Phases III and IV - Flowchart for Developing the CPASR Scale
(Quantitative Evaluation - Adapted from Spector, 1994 and Benson & Clark, 1982)

Defining CPA Social Responsibility Using Aristotle's Nicomachean Ethics

Our literature review reinforced that social responsibility is a concept where a unanimous definition is quite elusive; various researchers derive definitions from differing perspectives. A convenience sample of a few definitions from the Journal of Business Ethics clearly underlines this situation (Castaldo et al., 2009; Flanagan et al., 2017; Maon et al., 2017; Panwar et al., 2017; Prior and Argandona, 2009). Most of these definitions, true to the norm with many studies on social responsibility, are used in the context of large corporations, which have much higher public visibility and disposable incomes. Dierkes and Coppock (1978), Trotman and Bradley (1981), Fombrun and Shanley (1990) state that the large size of firms leads to a lot of public attention, which therefore might be less geared towards social responsibility. This suggests that social responsibility may be a more relevant factor to larger firms than to smaller firms such as CPA units, most of which tend to have no more than four employees (Census.gov, 2015). Further, researchers like McGuire et al. (1988) and Moore (2001) have argued that firms with higher incomes (that is, more money at their disposal) will have a larger opportunity than firms with less disposable income to practice social responsibility initiatives, which further lends support to the premise that small CPA firms might not find it such a motivating factor. This is not certain, however, which is precisely why it is imperative to understand social responsibility from the perspective of the small CPA business owner. Do CPA firms practice any social responsibility? And if they do, what does it mean to such firms? This takes on an even greater relevance considering that the accounting industry is quite susceptible to ethical issues.

It was decided to first construct a comprehensive but parsimonious definition to capture this elusive construct. For this, the authors turned to the writings of Aristotle (350 B.C.), particularly his latter works known as Nichomachean Ethics, for a deeper understanding of the ethical and moral grounds that provide the impetus for socially responsible actions. This treatise on ethical thought and action is often considered Aristotle's most mature view and a subset of his larger works on the development of virtue. In the *Ethica Nichomachea*, Aristotle emphasizes the development of virtue, which is the result of habitual behaviors that highlight moderation and societal benefit. In effect, Aristotle considered only those actions as ethical which were: a) practiced *voluntarily*, free from any form of compulsion, legal or otherwise (also called Phronesis); b) practiced *consistently* in that these actions are habitual and consistent as opposed to random and whimsical, and c) are designed to benefit society. Based on this, the authors broadly define CPA Social Responsibility (CPASR) as "Voluntary actions undertaken consistently by a small CPA firm to benefit society." This definition is indicative of its roots in Aristotelean thought in terms of the emphasis laid by Aristotle (1998) on practical wisdom, habitual actions and societal benefit.

To ensure the compatibility of this definition with both the Aristotelean tradition and our more modern audience (CPAs), the authors employed a number of qualitative methods including content analysis of a 100 social responsibility reports, with the inputs of expert panels consisting of academicians, practitioners and community members. These included surveys as well as interviews (for detailed results see the Methods section below).

Model Construction & Methods

The above definition allows us to further flesh out the salient constructs within social responsibility in a clean and quantifiable manner into sub-properties and variables, a crucial aspect to the development of theory as noted by Bacharach (1989), Corbin & Strauss (1990) and Barnett (2007). These constructs (or properties) include voluntary nature of actions, consistency, and societal benefit. The last property is further clarified using the help of the ISO 26000 conceptualization of what constitutes social responsibility. The ISO 26000 (2010) standards for social responsibility include seven core concepts: governance, community, involvement and development, human rights, labor practices, the environment, fair operating practices, and consumer issues. Similarly, the present study posits "benefit to society" as voluntary actions that can be grouped under environmental, employee related, philanthropic, educational, community related and civic issues. The differences in our conceptualization of what constitutes as benefit to society from that of the ISO standards is largely a result of the difference in scope between the units of analysis – corporate vs. small business (Figure 3 and Figure 4).

Following the theoretical and definitional development, the authors were able to then move to Phase III (steps 4, 5 and 6) of the development model (Figure 1). This study followed the robust model of scale development suggested by Clark & Watson (1995), Bacharach (1989), Benson & Clark (1982) and Spector (1994) that recommends multiple samples of respondents, which not only creates a model with greater validity but also helps avoid common methods bias (Podsakoff et al., 2003)

First an initial pool of 127 items was generated from an exhaustive literature review of academic journals and mainstream literature. Other past scales (Aupperle, 1985; Turker, 2009) were also used to generate some of the items. A qualitative analysis (survey questions and interviews) was done based on the feedback of 11 CPA firm owners. The analysis mainly tested for clarity, redundancy, importance, question wording and the degree to which the item is representative of the construct (social responsibility). A second panel of experts consisting of academicians, community members and practitioners was then asked to rate the items for content relevance (Messick, 1980). The instrument was then reduced to 24 items (Study 1). This instrument of 24 items was sent to a group of academicians and practitioners (n=77). The results of this study were analyzed in terms of reliability (Cronbach's Alpha and inter-item correlations), and the number of items in the instrument were iteratively reduced to 19 items. A follow up study (Study 2) was then conducted with CPAs from across the country (n=189). The results of this study were analyzed to validate our conceptual model and derive an instrument to measure CPA Social Responsibility using exploratory factor analysis.

Results and Discussion

Study 1 (n = 77) – Reliability Analysis

The first study (24 items) was a convenience sample presented to a group of local CPAs, academicians, and community members with experience in social responsibility activities (n = 77). This implementation of the CPASR instrument had an initial overall reliability score of 0.68. After dropping certain items so as to increase scale reliability (Spector, 1992), the overall reliability improved to 0.81. Generally, those items should be dropped that show low inter-item correlation scores—that is, scores below 0.30 (Tabachnick & Fidell, 2007), or in the case of an exploratory study such as this, 0.15 (Clark & Watson, 1995).

The first item that was removed was "Flag – Displaying the national flag at the workplace". One possible explanation for why the scores were low on this item is that respondents may consider the display of the flag to be a reflection of their love and patriotism towards their country rather than a form of social responsibility. Its removal increased the overall reliability alpha to 0.71.

The second item to be discarded was "Voting – Giving employees paid time off to vote," which increased the reliability score to 0.74. This item showed a very low inter-item correlation to the overall construct (score = 0.08) as would be expected since workplaces are required by law to provide time off for such civic duties. Time for voting is not a voluntary action on part of the firm, but is expected and even legally mandated, thereby violating the first condition of Aristotle's scheme of ethics which requires ethical actions to be of a voluntary nature.

The third item to be dropped was "FinGlobal – Making financial contributions for global causes", which again had an initial inter-item correlation score of -0.7. This increased the reliability to 0.76. One reason that this item had such a low score might be due to the fact that all the CPAs that were included in this study were small business owners and the scope of very small businesses might be oriented toward the local communities which probably contribute more towards their customer base.

The fourth item that was discarded was "EnvFriendly – Purchasing environmentally friendly products", which had an initial inter-item correlation score of -0.1. This item again suggests a wider scope of impact than most small business owners might be concerned about. Further, in follow up interviews with CPAs it was suggested that the purchase of environmentally friendly products might not truly be so—that is, some people are doubtful of the veracity of such products. A healthy dose of skepticism might in fact be in order considering the proliferation of "greenwashing" in the marketing of such products. This marginally increased the reliability score to 0.78.

Finally, the last item to be discarded was "Internship – Providing internship opportunities to students", which too had a low initial correlation score of 0.06. Upon discussions with some respondents, it was clarified that providing internship opportunities was also a means to secure qualified future employees for the firm, which was a measure to secure high quality employees rather than a social responsibility initiative. Also, providing internships is considered standard practice in public accounting (see Tables 1 through 4 (Appendix)).

After the removal of the five items listed above, the item correlation scores improved into the acceptable range based on the criteria suggested by Clark & Watson (1995) and Tabachnick & Fidell (2007). Only a few items, such "Diversity" and "Local Graduates" scored below 0.30, but this was considered to be acceptable because the study is relatively exploratory and as such the reduction of too many items in the initial stages could be detrimental in terms of the scale's

overall validity. As Clark & Watson (1995) suggest, a wide range for inter-item correlation scores (0.15 and above) is likely for multi-dimensional constructs such as CPASR. Moreover, the removal of these items would hardly see a corresponding rise in the reliability score (from the present 0.809 to 0.812).

Study 2 (n = 189) – Reliability Analysis

Upon the completion of Study 1, the 19-item scale was then administered to a second group of respondents (n = 189). This questionnaire was mailed to 1000 randomly selected CPAs who belonged to the Illinois CPA Association. A total of 197 responses were received at a response rate of 19.7%. Of these, eight responses were incomplete and therefore, discarded. The final sample size was 189, and the response rate was 18.9%. The scale was again checked for reliability and the score was a respectable 0.85, which would allow the instrument to be regarded as a good measure of reliability based on the criteria (0.70) suggested by Nunnally (1978). Also, the item correlations are all within the recommended range of 0.30 – 0.70 (Tabachnick & Fidell, 2007) suggesting a high degree of internal consistency (reliability) for the CPASR Scale. As such, it was decided that no further iterations were required and the scale's reliability was sufficiently robust (Tables 5 and 6).

Having earlier established content validity via a robust literature review, personal interviews and expert panel recommendations, and keeping in mind the reliability of the scale as demonstrated above, the next step in the study involved validating the dimensionality of the scale with the use of exploratory factor analysis. The main criteria to check for this procedure is the item to respondent ratio. There is variation in expert opinion as to what constitutes the minimum number of respondents required per question on a scale. A number of researchers (Hair et al., 2010; Tabachnick & Fidell, 2007) suggest that the rule of thumb is to have four to five respondents per question, while others such as Nunnally (1978) and Spector (1992) suggest a ratio of 10 respondents per item. A review of over 277 measures in 75 articles by Hinkin (1995) further suggests that overall sample size should be at least 150. In the present study, all these criteria are exceeded and therefore the sample can be considered quite suitable for factor analysis.

The scale is refined in a factor analysis based on a number of criteria. Principally, the factor weights or scores per item should be high and clean—that is, each item should load above 0.45 for a given factor (Hair et al., 2010; Tabachnick & Fidell, 2007) and not "cross-load" on any other factor. Cross-loaded items should be accepted only if the difference between the factor loadings is about 0.10 (Karau & Elsaid, 2009; Kwong, 2007). This clearly establishes the construct validity of a scale by suggesting that each factor or dimension is sufficiently different from other factors in the construct and the sub properties (items) add up correctly to a given factor. Another means to evaluate factor analysis results is to check the corresponding scree plots, which suggest the items that should be retained. Generally, only those factors should be retained which have eigenvalues greater than 1.0.

Keeping the above criteria in mind, a Principal Components Analysis (PCA) was conducted using Varimax Rotation since each of the six dimensions of CPASR were expected to be independent of each other. As in the case of the reliability analysis, the PCA required multiple iterations. In the first iteration (Table 6), it was noted that the construct of CPASR showed five factors instead of the expected six as postulated in the theory section of the paper. A five factor solution is further supported by the scree plot, which indicates that only five factors had eigenvalues greater than 1.0.

Further, the item, "Hiring Local Graduates - My firm encourages hiring of local graduates" did not load satisfactorily in that it neither had a weight greater than 0.45, nor did it load cleanly since it loaded on multiple components with a similar score. This might simply be because when it comes to new hires, respondents gave more importance to qualifications over the residency of the candidate. Another reason why this might have been the case is because a number of rurally located CPA firms could be too far from colleges and universities that offer a ready supply of college graduates, which they might consider as "local." This might also be the reason why internships were not given much importance by CPA firms as a means for social responsibility, as clarified in the previous section on reliability. As further iterations were conducted, similar issues (of cross-loading) occurred with the items, "Global Causes - My firm encourages employee participation in global causes", "Worklife Balance - My firm encourages employee work-life balance programs.", "Gen Vacation - My firm offers a generous employee vacation package". In the end, all these items were removed and a final scale of 15 items that supported the five factor solution suggested by the PCA was adopted. Why these items would have low scores and also cross-load on multiple factors required some deeper investigation.

The authors followed up this query with our panel of experts which consisted of CPA business owners and academicians. In terms of the item, "Global Causes", it was felt that smaller businesses might gain more by contributing towards local causes more than global issues since they derive most of their customer base from the neighboring communities. The item "Worklife Balance" similarly scored low and cross-loaded probably because respondents did not consider this as a typical socially responsible action but one that was mandated more by the nature of business (to attract new employees and thrive) than by any voluntary desire to benefit society. The item related to a generous vacation package ("Gen Vacation") was felt to be somewhat vague—how is one to know what constitutes a generous package, or whether the industry norm is not generous enough?

It was deemed necessary to recheck the scale's reliability considering that the factor analysis required the removal of four items, which might have impacted reliability. Indeed, this was the case. When the authors ran final reliability analysis on this 15 item scale, it was noted that the instrument's reliability had fallen from 0.85 to 0.81 which, though not a substantial drop, was still low. However, this alpha level was considered acceptable because it is still well above the cut-off criterion of 0.70 suggested by Nunnally (1978). Further, the inter-item correlation scores were quite promising - all the items ranged from 0.29 to 0.68, with an average score of 0.43, which can be considered very robust (Tabachnick & Fidell, 2007).

Interestingly, the conceptual model of CPASR that had been envisaged earlier had six dimensions (civic focus, environmental focus, community focus, education focus, philanthropy focus, and employee focus); however, the factor analysis did not support this theoretical premise entirely. All the items tended to load with significant scores only on the dimensions (factors) of environmental focus, community focus, education focus, philanthropy focus, and employee focus. The sub-construct of civic focus did not seem to have support. Based on follow up discussions with the expert panel, the authors postulate a number of possibilities for this turn of events. First, it is likely that items measuring civic focus, such as voting and displaying the flag, were not considered of a voluntary nature and therefore scored quite poorly. Second, items that the authors envisaged as having a civic focus, such as supporting diversity, were probably subsumed under the dimension of community focus and employee focus since these items can have such connotations as well.

To further validate the five factor model as derived from the factor analysis, perceptual mapping (Figure 6) was also used. In perceptual mapping, the dimensions of a construct are mapped and grouped based on the responses given on the instrument. Similar items tend to group together to form clusters and the overall picture acts as a great visual aid to clarify the dimensionality of the concept.

As can be seen from Figure 6, the perceptual mapping overall supports the factor analysis results of five dimensions, although the item "Fintocharities" is a bit of an outlier. All other items group quite clearly into the five factors mentioned earlier. Based on these analyses, the study posits five main dimensions of CPA Social Responsibility—Education, Employee, Client, Local Community, and Environment (Figure 7). This model is supported by the data analysis and is not significantly different from the conceptual model that was proposed based on the literature review and Aristotelean Nicomachean Ethics.

Contributions and Limitations

The salient contributions in this study are mainly a result of its real world nature and practical implications. The participants involved in the study were not proxies but actual practitioners who were representative of the unit of analysis, being both CPAs and small business owners (sole proprietors and partners). While in the first study, which can be considered a pilot study, the participants were more broadly based (CPAs, academicians and community members), the following primary study was made up entirely of CPAs. The end result is an instrument designed to measure CPA social responsibility, which is the first to measure this important construct. Keeping a narrow focus allows the instrument to be finely tuned and especially sensitive to the needs of the unit of analysis.

The scale development effort paid pointed attention to both the breadth and depth of the constructs involved, the initial pool of items was rich and comprehensive, derived from not only a broad literature review but also numerous interviews and discussions held with expert panels who represented all the domains involved in this study—academia, accounting practitioners and socially active community members (social responsibility)—thereby assuring a high degree of content validity. The panel was requested to rate their agreement with regard to each item in the pool based on a nine point scale, which makes the resultant instrument that much more sensitive to the responses. The overall method was in accordance to a well-cited model and used multiple studies to derive a high degree of construct validity and reliability. In terms of quantitative analysis, the study uses multiple reliability measures to derive a moderate level of reliability. Construct dimensionality is established via factor analysis and perceptual mapping, all indicating high levels of construct validity.

Having noted the contributions of this study, it is important to discuss the areas where some limitations may occur. First, the scale has limited external validity, being mainly associated with CPAs. Care should be taken in its adaptation to social responsibility studies with a broader scope. More validity and reliability testing is recommended in such cases. Also, in terms of the model itself, considering that it was marginally revised from the theoretical premise, it would be appropriate to test it again and ideally with other methods such as structural equation modeling (SEM). Ultimately, this is a study with a rather narrow focus which, while helpful in deriving a parsimonious definition, is consequently limited in its potential implementation.

The present paper set forth with the main objective of making a contribution to the field of social responsibility at a micro and small business level, especially as related to the accounting

industry (CPAs). Towards this end, the study involved understanding the connotations of CPA Social Responsibility (CPASR) by delineating a crisp definition of what the concept might actually mean to CPAs. It also develops a model for CPASR firmly embedded in the theoretical underpinning of Aristotelean Nicomachean Ethics. This theoretical model is then verified qualitatively and quantitatively based on the process set forth by Benson & Clark (1982), Spector (1994) and Wheat (1991) so as to finally derive a model and an instrument to measure the construct, which is psychometrically sound in terms of both reliability and validity.

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Appendix I – Tables and Figures

Tables for Social Responsibility and the CPA Firm: A Case for Aristotle

Table 1: Scale Statistics, Study 1, Iteration #1

Mean	Variance	Std. Deviation	N of Items
127.12	183.21	13.53	24

Table 2: Item-Total Statistics Study 1, Iteration #1, 24 Items

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Item-Total Correlation	Alpha if Item Deleted
WasteRed	120.94	162.667	.561	.662
WorkLifeBal	120.83	163.511	.570	.663
FinEnv	121.25	159.294	.557	.658
GlobalCauses	122.22	160.069	.222	.667
Mentorship	121.13	163.430	.506	.665
CustSat	121.13	163.062	.471	.666
Volunteer	121.94	160.140	.434	.666
Diversity	121.31	173.033	.229	.686
EduBoards	121.65	176.625	.182	.689
Fintocharities	121.56	170.697	.294	.681
ClientEth	121.44	176.039	.181	.689
Scholarships	121.43	168.432	.357	.676
HigherEd	121.08	166.520	.426	.671
GenVac	122.08	178.625	.097	.694
Recycling	122.04	161.406	.382	.671
LocalFund	121.64	171.392	.161	.693
EnergySaving	121.31	173.112	.169	.691
LocalGrad	123.43	167.274	.155	.699
LocalBoards	123.92	165.468	.315	.678
EnvFriendly	122.19	180.922	-.021	.710
Internship	121.29	179.075	.066	.697
Flag	123.35	182.889	-.068	.717
Voting	123.03	184.026	-.084	.716
Fin Global	121.52	184.332	-.079	.706

Table 3: Scale Statistics, Final Iteration Study 1, 19 Items

Mean	Variance	Std. Deviation	N of Items
107.9259	211.080	14.52858	19

Table 4: Item Total Statistics, Final Iteration Study 1, 19 Items

Item	Scale Mean if Item Deleted	Variance if Item Deleted	Item-Total Correlation	Alpha if Item Deleted
WorkLifeBal	103.5291	191.187	.337	.849
Recycling	101.7407	196.342	.403	.845
EnergySaving	102.2487	192.773	.417	.844
WasteReduction	102.1058	194.021	.426	.844
Fintoenvcauses	101.6931	191.533	.516	.841
GenVacation	102.1693	187.514	.582	.838
ClientEthicalBhu	102.0265	196.047	.389	.845
Localfundraisers	103.1429	186.081	.417	.845
EmplOpport	101.5132	196.028	.528	.842
Localboards	102.5026	185.326	.535	.839
Scholarships	101.5926	189.328	.691	.836
StudentMentoring	102.3228	189.518	.436	.844
CustomerSatis	101.9365	188.443	.500	.841
HiringLocalGrads	101.7037	191.625	.527	.840
Diversity	103.3228	190.167	.362	.848
Emplvolunteering	102.7196	192.075	.312	.851
HigherEduEmpl	102.1905	194.740	.337	.848
Fintocharities	102.3545	186.007	.520	.840
EduBoards	101.8519	190.648	.452	.843

Table 5: Study 2 (n = 189) Initial Factor Analysis Results

Item	Component				
	1	2	3	4	5
Recycling	**.867**	-.002	.338	-.166	.039
Fintoenvcauses	**.699**	.171	.474	-.141	.076
WasteReduction	**.689**	.146	.063	.083	.182
EnergySaving	**.584**	.275	-.039	.143	.177
Localboards	.170	**.886**	.105	.049	.096
Fintocharities	.232	**.873**	.047	.063	.077
Localfundraisers	-.053	**.613**	.249	-.011	.226
EduBoards	-.013	.020	**.739**	.210	.192
Scholarships	.334	.125	**.630**	.232	.343
StudentMentoring	.132	.207	**.610**	.090	.022
GenVacation	.298	**.475**	**.534**	-.002	**.045**
HiringLocalGrads	**.365**	.024	**.399**	.190	**.385**
Diversity	-.090	.115	.135	**.894**	.025
Emplvolunteering	-.009	.020	.251	**.782**	-.089
HigherEduEmpl	.376	-.118	-.028	**.620**	.223
WorkLifeBal	-.418	**.412**	.085	**.515**	.384
ClientEthicalBhu	.047	.218	-.024	.051	**.779**
GlobalCauses	.391	-.033	.313	.063	**.634**
CustomerSatis	.169	.202	.315	-.036	**.615**

Table 6: Study 2 (n = 189) Final Factor Analysis Results

Item	Component				
	1	2	3	4	5
Recycling	**.866**	.007	-.111	.265	.020
WasteReduction	**.744**	.090	.084	.068	.131
Fintoenvcauses	**.740**	.163	-.103	.386	.027
EnergySaving	**.627**	.209	.133	-.032	.185
Localboards	.173	**.908**	.047	.092	.112
Fintocharities	.231	**.898**	.058	.026	.055
Localfundraisers	-.025	**.643**	-.007	.225	.213
Diversity	-.122	.127	**.893**	.153	.039
Emplvolunteering	-.063	.030	**.801**	.228	-.024
HigherEduEmpl	.345	-.069	**.660**	-.042	.111
EduBoards	.038	.024	.189	**.787**	.191
Scholarships	.339	.120	.205	**.680**	.257
StudentMentoring	.196	.215	.064	**.630**	-.057
ClientEthicalBhu	.104	.143	.072	.010	**.870**
CustomerSatis	.206	.193	.010	.287	**.659**

Figures for Social Responsibility and the CPA Firm: A Case for Aristotle

Figure 1:

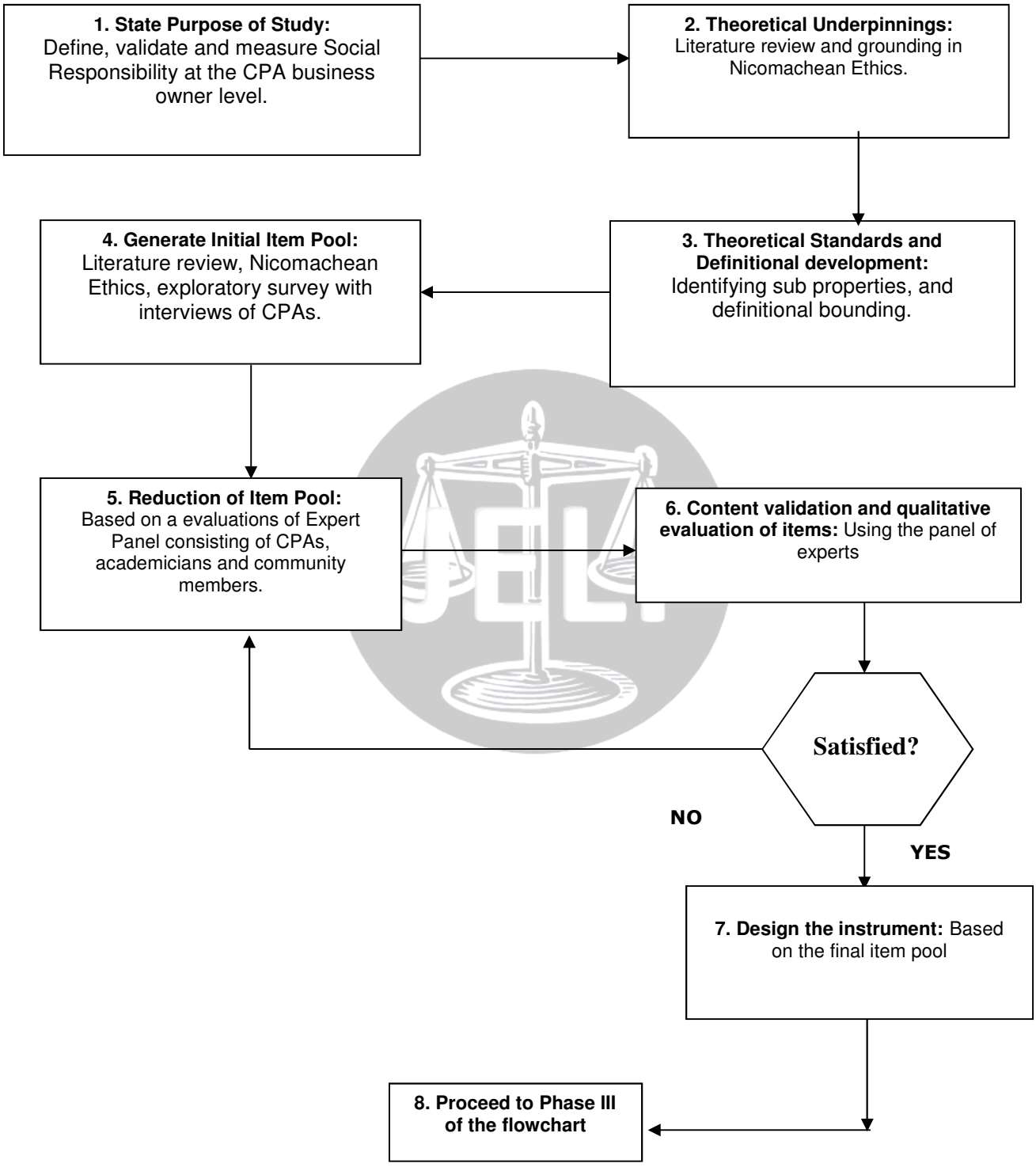

Figure 2: Phases III and IV - Flowchart for Developing the CPASR Scale
(Quantitative Evaluation - Adapted from Spector, 1994 and Benson & Clark, 1982)

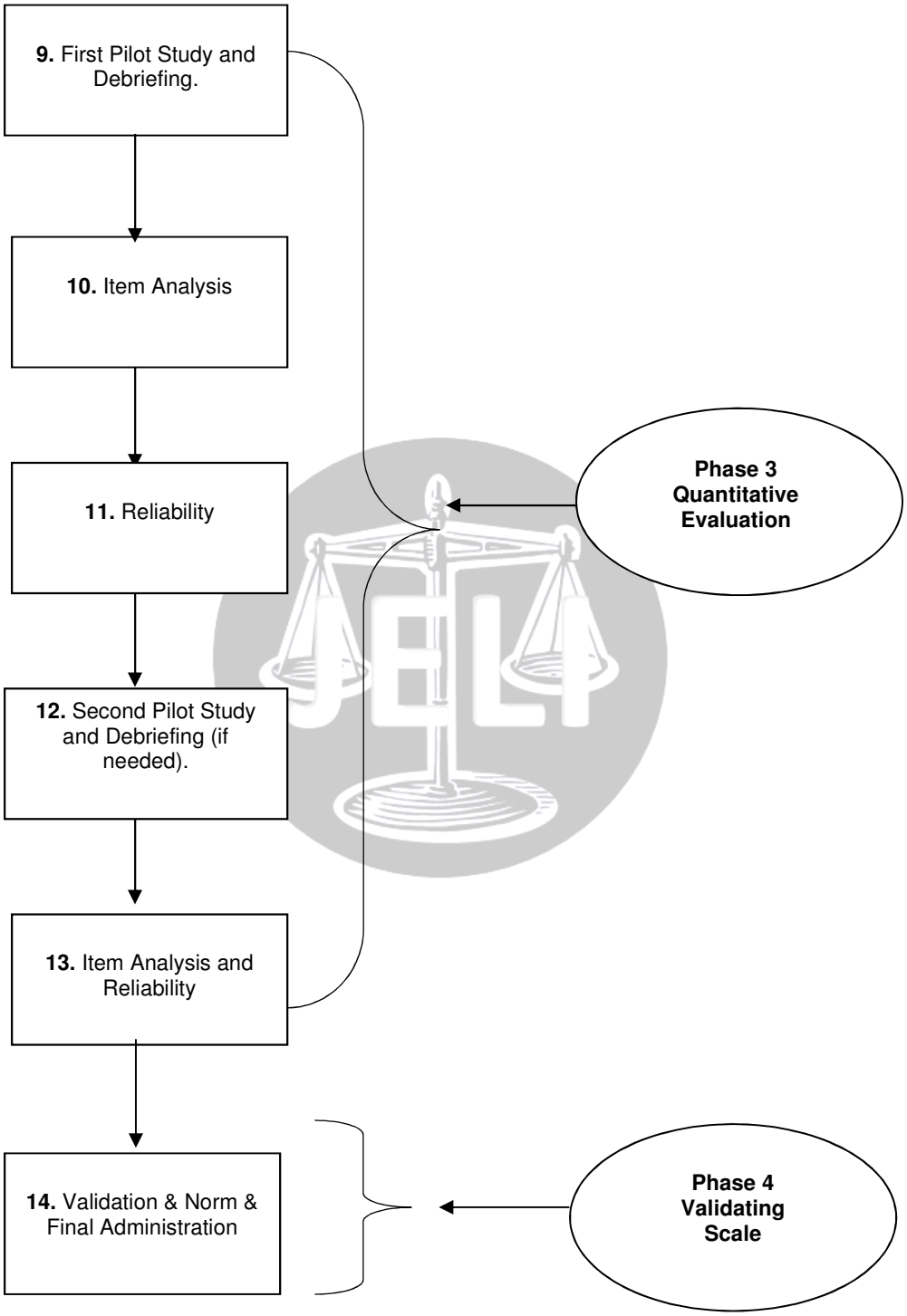

Figure 3. Definitional Model for Social Responsibility at a Business Owner Level.

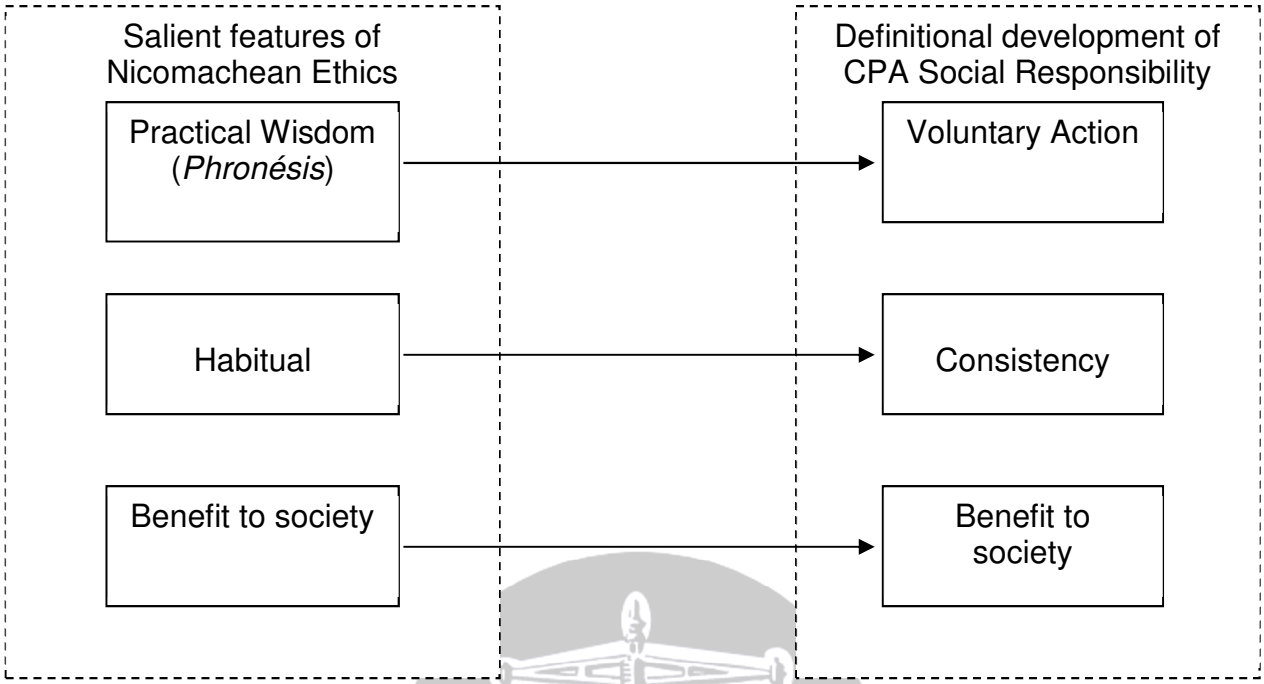

Figure 4. Conceptualizing Social Responsibility – Societal Benefit

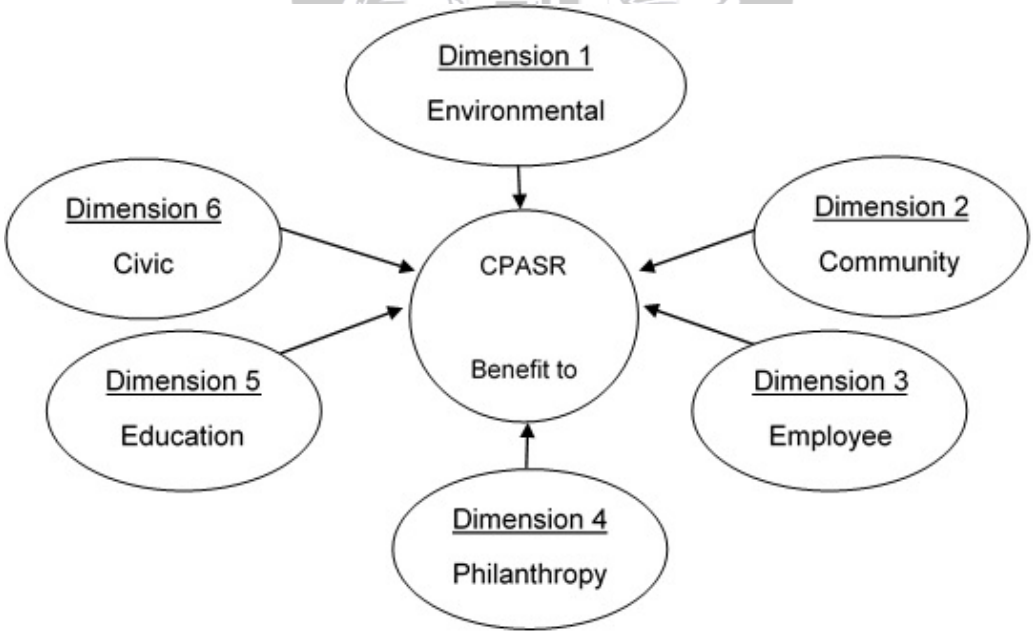

Figure 5: Scree Plot

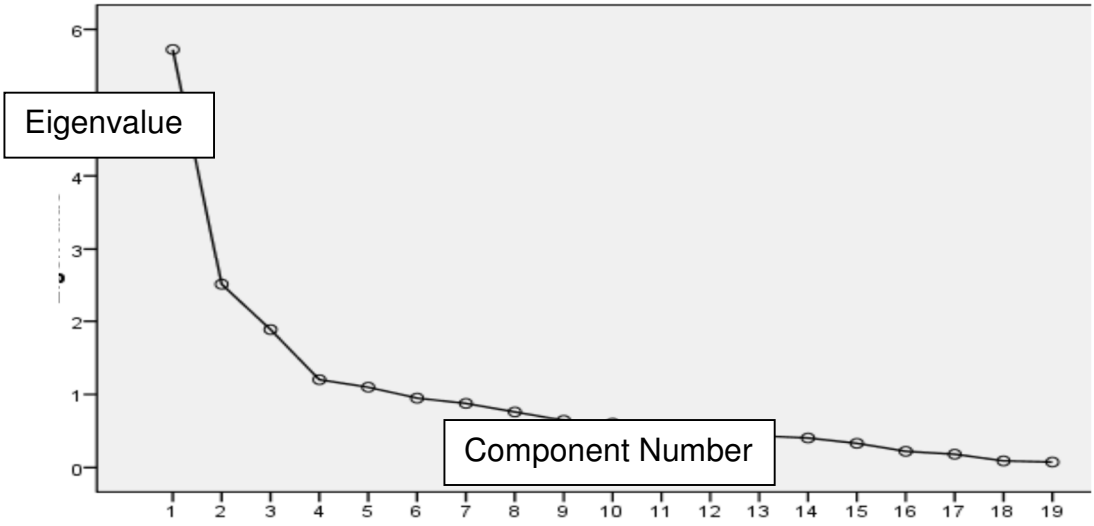

Figure 6: Perceptual Map of CPASR Using a Two Dimensional Euclidean Distance Model

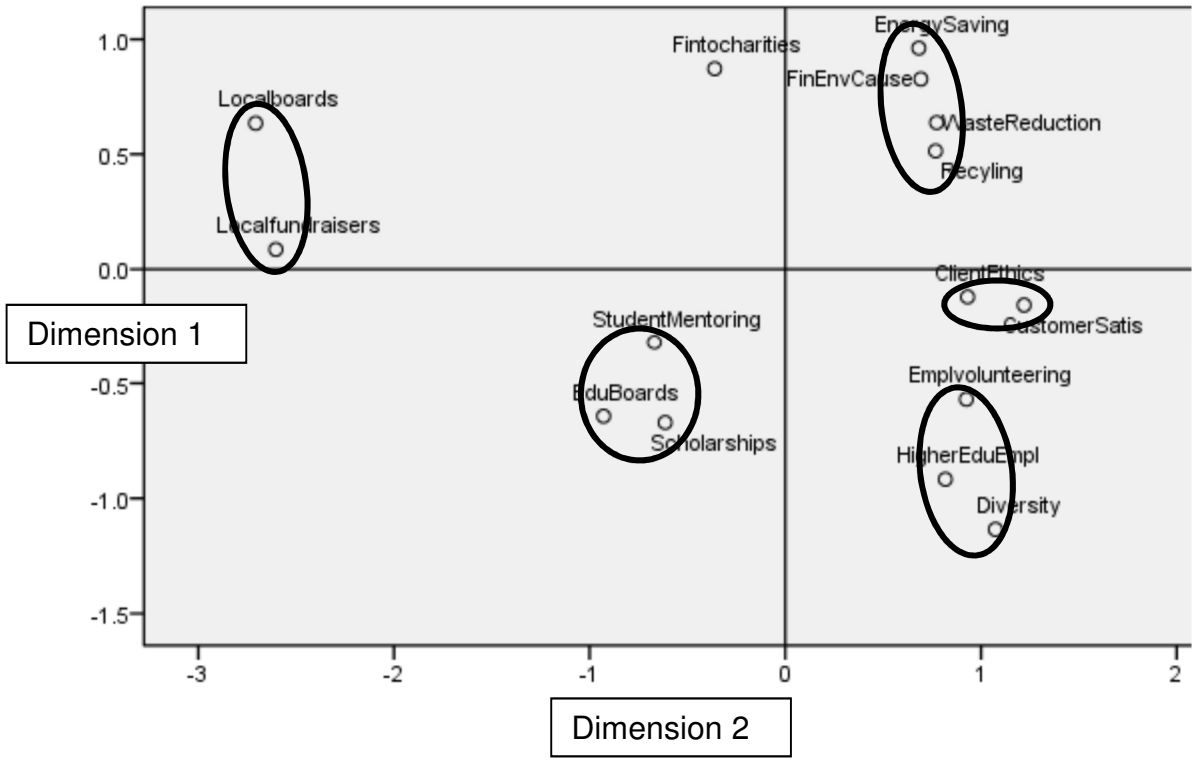

Figure 7: Five Dimensions of CPASR