

DRIVE Measurement & Evaluation

SELF-EFFICACY

Guide &
Sample Scales



CENTRAL
VALLEY
COMMUNITY
FOUNDATION



DRIVE
DEVELOPING THE REGION'S
INCLUSIVE & VIBRANT ECONOMY

Self-efficacy is a person's belief in their ability to complete a task or achieve a goal, despite challenges along the way.¹ The cornerstone of Albert Bandura's Social Cognitive Theory, self-efficacy does not concern the skills individuals possess, but what they believe they can accomplish with those skills under a variety of circumstances.²

Why measure self-efficacy?

The DRIVE theory of change posits that inclusive economic growth depends on the engagement and mobilization of community members as leaders within DRIVE and in their communities. We are calling on community members to assume challenging roles as change makers, entrepreneurs, facilitators of hard conversations, and much more. According to Social Cognitive Theory, self-efficacy is a strong predictor of individual behavior.³ Thus, community members' self-efficacy, their beliefs about their abilities to perform challenging tasks, is a strong determinant of whether they will act and persevere in efforts to support inclusive economic growth.

We hypothesize that participation in DRIVE programs may increase some individuals' self-efficacy to make positive changes in their lives or communities. In addition, some initiatives may have explicit goals related to increasing self-efficacy, such as a business incubator program aimed at increasing participants' entrepreneurial efficacy. A self-efficacy scale can be used to assess the effectiveness of a program to increase participants' confidence in a specific domain.

What are we measuring?

We included several sample scales to assess self-efficacy in various domains including: civic engagement, neighborhood change, advocacy, community service, entrepreneurship, and career self-efficacy. There is no global self-efficacy scale since an individual's confidence in their ability to succeed varies contextually. For example, an individual may have high entrepreneurial self-efficacy but low self-efficacy for improving neighborhood conditions.⁴

How were these scales identified?

A team of evaluation experts from the Central Valley Community Foundation and Sankofa Consulting conducted a literature review to operationalize self-efficacy and identify existing scales. Scales were evaluated based on the rigor of their scale development methods and potential relevance to DRIVE's inclusive economic development work.

How to use these scales for your projects

We recommend taking and adapting questions from the following scales for your organization's own purposes. Please note, the following repository of scales assess self-efficacy across different domains and were **taken directly from previous literature**. Some scales may be more relevant to your program(s). For example, the entrepreneurial self-efficacy item would be appropriate for participants in a business incubator program, but not a program aimed at advocating for community change.

1 Bandura, A. (1997). *Self-efficacy: The exercise of control*. New York, NY: W. H. Freeman.

2 Bandura, A. (1986). Social foundations of thought and action (pp. 5-107). Prentice Hall: Englewood Cliffs, NJ.

3 Bandura, A. (1986). Social foundations of thought and action (pp. 5-107). Prentice Hall: Englewood Cliffs, NJ.

4 Bandura, Albert. (2006). Self-Efficacy Beliefs of Adolescents, Guide for Constructing Self-Efficacy Scales. Chapter 14, pp. 307-337



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Scale 1 Self-Efficacy and Collective-Efficacy for civic engagement (Stopka, et al., 2022)

Please think about the problems you see in your community.

1. How much difference do you believe YOU can personally make in working to solve the problems you see?

[Response options: I am unsure; No difference at all; Some difference; A great deal of difference].

2. How much difference do you believe you and other members of your community can make if you work together?

[Response options: I am unsure ; No difference at all; Some difference; A great deal of difference].

These items were developed as part of a civic engagement survey administered to a representative sample of U.S. adults (n = 1267) in May-June 2020. The survey items were piloted tested in a small sample before testing in the larger, national sample. Reliability and validity data were not provided. Respondents to the national survey reported: No difference at all (24.7%); A little difference (41.3%); Some difference (26.9%); A great deal of difference (6.0%); or Refused (1.1%). These data can serve as benchmarks to compare any data collected locally.

Source: Stopka, T. J., Feng, W., Corlin, L., King, E., Mistry, J., Mansfield, W., ... & Allen, J. D. (2022). Assessing equity in health, wealth, and civic engagement: a nationally representative survey, United States, 2020. *International Journal for Equity in Health*, 21(1), 1-15.

Scale 2 Perceived-Efficacy for Neighborhood Change (Single Item; Rice, et al., 2016)

1. How confident are you that you can improve your neighborhood?

[Response options: 1= Not at all confident, 2= A little confident, 3= Very confident]

This item was adapted from an item that was validated as part of a national survey of cancer-related beliefs. The authors re-coded the responses to this variable as confident or not confident.

Source: Rice, L. J., Hughes, B., Briggs, V., Delmoo, E., Jefferson, M., Johnson, J. C., & Halbert, C. H. (2016). Perceived efficacy and control for neighborhood change: The cross-cutting role of collective efficacy. *Journal of Racial and Ethnic Health Disparities*, 3(4), 667-675.



Scale 3 Self-Efficacy for Advocacy

(Adapted from - Senior Change Makers Survey, Patch, et al., 2021)

[Response options; Strongly disagree, Disagree, Somewhat disagree, Neither agree nor disagree, Somewhat agree, Agree, Strongly agree]

Self-efficacy for advocacy:

- (1) I am sure that I can tell my friends to be more engaged in community work.
- (2) I am confident that I can work to make my community a better place.

Perceived sociopolitical control: active participation

- (1) I like to wait and see if someone else is going to solve a problem (reverse coded).
- (2) I find it very hard to talk in front of a group (reverse coded).

Perceived sociopolitical control: optimism for change

- (1) If I tell someone “in charge,” like a leader, about my opinions, they will listen to me.
- (2) I enjoy participation in community groups because I want to have as much say as possible in my community.

Advocacy outcome efficacy

- (1) Community groups can advocate for changes to make communities better places to live and work.

Assertiveness

- (1) I can talk with others about issues I believe in.
- (2) I can ask others to help work on making our community a better place to live and work.
- (3) I can start discussions with others about how to change our community to make it a better place to live and work.

Participatory competence and decision-making

- (1) If I have a problem when working towards a goal, I usually do not give up.
- (2) I can influence the decisions my group makes.

Knowledge of resources

- (1) I know how to get information about ways to make my community a better place to live and work.

Group resiliency

- (1) I am confident that our group can work through problems if they arise.

Cumulative Advocacy Index: Mean of scores from 8 advocacy measures listed above ($\alpha = .791$)

Source: Patch, C. M., Conway, T. L., Kerr, J., Arredondo, E. M., Levy, S., Spoon, C., ... & Sallis, J. F. (2021). Engaging older adults as advocates for age-friendly, walkable communities: The Senior Change Makers Pilot Study. *Translational behavioral medicine, 11*(9), 1751-1763.

The items were found to be valid and reliable in a previous study: Millstein, R. A., Woodruff, S. I., Linton, L. S., Edwards, C. C., & Sallis, J. F. (2016). Development of measures to evaluate youth advocacy for obesity prevention. *International Journal of Behavioral Nutrition and Physical Activity, 13*(1), 1-13.



Scale 4 Community Service Self-Efficacy Scale (CSSES, Reeb, et al., 1998)

[Response option scale; 1 (Quite uncertain) to 10 (Certain)]

1. If I choose to participate in community service in the future, I will be able to make a meaningful contribution.
2. In the future, I will be able to find community service opportunities which are relevant to my interests and abilities.
3. I am confident that, through community service, I can help in promoting social justice.
4. I am confident that, through community service, I can make a difference in my community.
5. I am confident that I can help individuals in need by participating in community service activities.
6. I am confident that, in future community service activities, I will be able to interact with relevant professionals in ways that are meaningful and effective.
7. I am confident that, through community service, I can help in promoting equal opportunity for citizens.
8. Through community service, I can apply knowledge in ways that solve 'real-life' problems.
9. By participating in community service, I can help people to help themselves.
10. I am confident that I will participate in community service activities in the future.

Source: Reeb, R.N., Katsuyama, R.M., Sammon, J.A. & Yoder, D.S. (1998) The Community Self-Efficacy Scale: evidence of reliability, construct validity, and pragmatic utility, *Michigan Journal of Community Service Learning*, 5, 48-57. The scale has high levels of inter-item consistency and test-retest stability, and factor analysis yielded evidence of construct validity.



Entrepreneurial Self-Efficacy

Entrepreneurial self-efficacy refers to an individual's belief in their capability to perform tasks and roles aimed at entrepreneurial outcomes.⁵ It predicts whether an individual will pursue entrepreneurial careers and engage in entrepreneurial behavior.⁶ It can also help identify reasons that an individual is avoiding certain entrepreneurial activities, since some individuals may avoid entrepreneurship not due to lack of skills, but because they believe they lack skills.⁷

Scale 5a 22-item Entrepreneurial Self-Efficacy Scale

(Chen, et al., 1998)

How certain are you that you can perform the following roles/tasks....?:

[Response options; Completely uncertain, Somewhat uncertain, Neither certain nor uncertain, Somewhat certain, Completely certain]

Marketing

1. Set and meet market share goals
2. Set and meet sales goals
3. Set and attain profit goals
4. Establish position in product market
5. Conduct market analysis
6. Expand business

Innovation

7. New venturing and new ideas
8. New products and services
9. New markets and geographic territories
10. New methods of production, marketing, and management

Management

11. Reduce risk and uncertainty
12. Strategic planning and develop information system
13. Manage time by setting goals
14. Establish and achieve goals and objectives
15. Define organizational roles, responsibilities, and policies

5 Chen, C. C., Greene, P. G., & Crick, A. (1998). Does entrepreneurial self-efficacy distinguish entrepreneurs from managers?. *Journal of Business Venturing*, 13(4), 295-316.

6 Newman, A., Obschonka, M., Schwarz, S., Cohen, M., & Nielsen, I. (2019). Entrepreneurial self-efficacy: A systematic review of the literature on its theoretical foundations, measurement, antecedents, and outcomes, and an agenda for future research. *Journal of Vocational Behavior*, 110, 403-419.

7 Chen, C. C., Greene, P. G., & Crick, A. (1998). Does entrepreneurial self-efficacy distinguish entrepreneurs from managers?. *Journal of Business Venturing*, 13(4), 295-316.



Risk taking

16. Take calculated risks
17. Make decisions under uncertainty and risk
18. Take responsibility for ideas and decisions
19. Work under pressure and conflict

Financial control

20. Perform financial analysis
21. Develop financial system and internal controls
22. Control cost

These items were found to be valid and reliable. Principal component factor analysis with varimax rotation was performed and 22 of the 26 original items loaded on five factors listed above. A total ESE score can be calculated by averaging the 22 items.

Source: Chen, C. C., Greene, P. G., & Crick, A. (1998). Does entrepreneurial self-efficacy distinguish entrepreneurs from managers?. *Journal of Business Venturing*, 13(4), 295-316.



Scale 5b 19-item Entrepreneurial Self-Efficacy Scale (McGee, et al., 2009)

How much confidence do you have in your ability to . . . ?

[Response option scale: 1 (No confidence) to 5 (High confidence)]

Searching

1. Brainstorm (come up with) a new idea for a product or service
2. Identify the need for a new product or service
3. Design a product or service that will satisfy customer needs and wants

Planning

4. Estimate customer demand for a new product or service
5. Determine a competitive price for a new product or service
6. Estimate the amount of start-up funds and working capital necessary to start my business
7. Design an effective marketing/advertising campaign for a new product or service

Marshalling

8. Get others to identify with and believe in my vision and plans for a new business
9. Network—i.e., make contact with and exchange information with others
10. Clearly and concisely explain verbally/in writing my business idea in everyday terms

Implementing - People

11. Supervise employees
12. Recruit and hire employees
13. Delegate tasks and responsibilities to employees in my business
14. Deal effectively with day-to-day problems and crises
15. Inspire, encourage, and motivate my employees
16. Train employees

Implementing – Financial

17. Organize and maintain the financial records of my business
18. Manage the financial assets of my business
19. Read and interpret financial statements

These items were found to be reliable and valid, demonstrating both convergent and discriminant validity since the proposed items for each construct load on the respective constructs and do not load on the other constructs. Additionally, all factor loadings were statistically significant, and the corresponding t-values were higher than 2.0. The internal consistency of each construct is also evidenced by the face validity or conceptual relatedness of the items.

Source: McGee, J. E., Peterson, M., Mueller, S. L., & Sequeira, J. M. (2009). Entrepreneurial self-efficacy: Refining the measure. *Entrepreneurship Theory and Practice*, 33(4), 965-988.



Scale 5c 4-item Entrepreneurial Self-Efficacy Scale (Zhao, et al., 2005)

How confident are you that you can successfully perform the following tasks:

[Response option scale: 1 (No confidence) to 5 (High confidence)]

1. Identifying new business opportunities
2. Creating new products
3. Thinking creatively
4. Commercializing an idea or new development

These items were found to be valid and reliable ($\alpha = 0.78$), and correlated with the 22-item scale developed by Chen, et al., 1998.

Source: Zhao, H., Seibert, S. E., & Hills, G. E. (2005). The mediating role of self-efficacy in the development of entrepreneurial intentions. *Journal of Applied Psychology, 90*(6), 1265.



Career Self-Efficacy

Career self-efficacy is the personal belief in one's ability to successfully make a career.⁸ Social cognitive career theory, an expansion of Bandura's social cognitive theory, highlights the importance of self-efficacy as a predictor of career planning, goals, and performance.⁹

Scale 6a Career Search Self-Efficacy Scale (Solberg, et al., 1994)

How confident are you in your ability to . . . ?

[Response Option Scale: 0 (Very little) to 9 (Very much)]

Job Search Efficacy

1. Organize and carry out your career plans.
2. Identify an employer with job opportunities you want.
3. Research potential career options prior to searching for a job.
4. Achieve a satisfying career.
5. Identify your work skills.
6. Deal effectively with societal barriers.
7. Deal effectively with personal barriers.
8. Identify the resources you need to find in the career you want.
9. Know how to relate to your boss in order to enhance your career.
10. Contact a personnel office to secure a job interview.
11. Know where to find information about potential employers in order to make good career decisions.
12. Understand how your skills can be effectively used in a variety of jobs.
13. Dress in a way that communicates success during a job interview.
14. Develop a variety of skills you can use throughout a lifetime of career decision-making.

Interviewing Efficacy

15. Conduct an information interview (informal information gathering from a professional in your field).
16. Evaluate a job during an interview.
17. Evaluate the job requirements and work environment during a job interview.
18. Develop effective questions for an information interview.
19. Prepare for an interview.
20. Develop an effective cover letter to send to employers.
21. Select helpful people at the workplace with whom to associate.
22. Market your skills and abilities to others.

8 Rigotti, T., Korek, S., & Otto, K. (2020). Career-related self-efficacy, its antecedents and relationship to subjective career success in a cross-lagged panel study. *The International Journal of Human Resource Management*, 31(20), 2645-2672.

9 Choi, B. Y., Park, H., Yang, E., Lee, S. K., Lee, Y., & Lee, S. M. (2012). Understanding career decision self-efficacy: A meta-analytic approach. *Journal of Career Development*, 39(5), 443-460.



Networking Efficacy

23. Join organizations that have a career emphasis (e.g., networking, professional development).
24. Use your social network to identify job opportunities.
25. Utilize your social networks to gain employment.
26. Integrate your knowledge of yourself, the beliefs and values of others, and your career information into realistic and satisfying career planning.
27. Develop realistic strategies for locating and securing employment.
28. Meet new people in careers of interest.
29. Solicit help from an established career person to help you plan your career in a given field.
30. Market your skills and abilities to an employer.

Personal Exploration Efficacy

31. Clarify and examine your personal values.
32. Identify and evaluate your personal values.
33. Identify and evaluate your career preferences.
34. Identify and evaluate your personal capabilities.
35. Identify and evaluate your career goals.

Principal components analysis of the 35-item Career Search Efficacy Scale (CSES; Solberg, Good, & Nord, 1991) yielded four factors: (a) Job Exploration, (b) Interviewing, (c) Networking, and (d) Personal Exploration Efficacy. Internal consistency for the subscales ranged from 0.87 to 0.95 indicating very good internal consistency. Convergent and discriminant validity of the CSES was also assessed. A principle component analysis indicated that the CSES converged with indices of career self-efficacy and discriminated from personality measures (e.g., assertiveness, interpersonal skills, and instrumentality).

Source: Solberg, V. S., Good, G. E., Nord, D., Holm, C., Hohner, R., Zima, N., ... & Malen, A. (1994). Assessing career search expectations: Development and validation of the Career Search Efficacy Scale. *Journal of Career Assessment*, 2(2), 111-123.



Scale 6b Work Self-Efficacy and Search for Work Self-Efficacy Scale (Pepe, et al., 2010)

[Response options; Not well at all, Somewhat well, Fairly well, Well, Very Well]

Thinking of future work, how well can you. . . .

1. ...achieve goals that will be assigned
2. ...respect schedules and working deadlines
3. ...learn new working methods
4. ...concentrate all energy on work
5. ...finish assigned work
6. ...collaborate with other colleagues
7. ...work with people of diverse experiences and ages
8. ...have good relationships with direct supervisors
9. ...to behave in an efficacious way with clients
10. ...to work in a team

Thinking about the different activities that can be done when looking for a job, how well can you. . . .

1. ...look for information that you will need
2. ...understand the found information
3. ...select the most appropriate employment offers with respect to your competences
4. ...consider a failure a challenge rather than a problem
5. ...confront failures
6. ...request advice from those with more experience
7. ...respect the competences of others
8. ...work with new team members
9. ...plan your own professional projects
10. ...take new opportunities in the job market
11. ...overcome encountered difficulties
12. ...build strategies for the attainment of goals

The Work Self-Efficacy Scale (WSES) and Search for Work Self-Efficacy Scale (SWSES) have been shown to be valid and reliable. Confirmatory factor analyses supported the dimensionality of the two instruments. WSES measures two dimensions assessing perceived work capability: beliefs about managing interpersonal relationships and achieving assigned goals. The SWSES measures dimensions related to managing and coping with job search activities.

Source: Pepe, S. J., Farnese, M. L., Avalone, F., & Vecchione, M. (2010). Work Self-efficacy Scale and Search for Work Self-efficacy Scale: A validation study in Spanish and Italian cultural contexts. *Revista de Psicología del Trabajo y de las Organizaciones*, 26(3), 201-210.





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