



Tour Guides' Self-Efficacy and Resilience Capability Building through Sharing Economy Platforms

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Purpose

This study aims to explore how the Local Tour Guides (LTGs) operate through the sharing economy platform. The study explores how LTGs have responded to the COVID-19 pandemic restrictions using self-efficacy and other resources to improve resilience and performance. The study also delineates the working mechanisms of peer-to-peer (P2P) platform-enabled, dynamic capability building processes, in the tourism sharing economy.

Methodology

The research adopted an interpretive approach to understand the focal phenomenon using two types of data. A total of 40 semi-structured interviews with LTGs and 26,478 online tourist reviews from tour guide service participants' before and during the COVID-19 pandemic.

Findings

Findings revealed that LTGs used sharing economy platforms to arrange flexible tour guide services. Resilience emerged through dynamic capability that addressed contextual factors in real time. LTGs coordinated different resources and customers during a time of uncertainty. Different sources of self-efficacy and types of dynamic capability were identified. The interplay between LTGs' self-efficacy and dynamic capability was also delineated.

Practical implications

Findings provide guidance for LTGs on P2P platforms and other sharing economy sectors on how diverse resources enabled by the sharing economy can enhance resilience during times of uncertainty. LTGs that engage with contextual information and are dynamic can adopt itineraries and services that will benefit tourists and their business.

Value

The research contributes to the sharing economy literature by theorizing the working flow that enables LTGs to exert self-efficacy and leverage dynamic capability on P2P platforms. It also contributes by linking resilience to contextual factors in real time. The outcomes provide guidance for LTGs to remain competitive and establish resilience in uncertain environments.

Keywords: Sharing economy; self-efficacy; dynamic capability; Local Tour Guide; COVID-19

1. Introduction

The sharing economy has disrupted tourism globally (Dolnicar, 2021, Buhalis *et al.*, 2020) and has been extensively studied across service sectors, such as accommodation, transportation, and dining (Altinay and Taheri, 2019). Most attention has been paid to property-based sharing economy with only limited investigation of skill-based sharing economy or the impact of the COVID-19 pandemic on the sector. Since 2013, the number of local tour guides (LTGs) unaffiliated with agencies has grown rapidly. These LTGs provide peer-to-peer (P2P) services via various online platforms such as Ctrip (ctrip.com), Showaround (showaround.com), Withlocals (withlocals.com), Vayable (vayable.com), and Viator (tourguides.viator.com). LTGs register on these platforms to promote their profile, information, and products (e.g. detailed itineraries). This allows the provision of one-to-one customized travel services (Banerjee and Chua, 2020). For example, Ctrip launched its first P2P LTG service in August 2016. This service virtually connected LTGs and tourists and allowed LTGs to register and receive orders through the Ctrip mobile app (Yang *et al.*, 2022).

The COVID-19 pandemic was an unprecedented crisis for the tourism industry. As an emerging and important sector of tourism and hospitality, the sharing economy has proven to be fragile under these conditions (Aldao *et al.*, 2021). A lack of confidence and trust in hosts and the ambiguity of standardized hygiene and safety measures has impacted on guest confidence (Godovykh *et al.*, 2022). This withdrawal from the sharing economy has made the recovery process extremely difficult (Chen *et al.*, 2020). Exceptions have been noted in other P2P tour service sectors. In China, LTG service volume on P2P platforms during 2021 surpassed 2019 due to staycations (Hao *et al.*, 2021). Order volumes during the Dragon Boat Festival holiday increased by more than 85% compared with 2020 (Ctrip, 2021).

Self-efficacy is rooted in social cognitive theory and is based on the premise that people can self-regulate their motivations and behaviors (Bandura, 1997). Self-efficacy reflects one's self-assessment of competence to achieve goals (Bandura, 2010) and has been recognized as an essential factor to determine ones' action force and future success (Sheu *et al.*, 2018). As a key internal competence, dynamic

capabilities are “the firm’s ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments” (Teece *et al.*, 1997, p. 516). Though self-efficacy and dynamic capability theories are useful in interpreting resilience and performance in uncertainty, their application to the sharing economy platform literature is still in its infancy and deserves further investigation.

This study investigates LTG service to understand the impacts of the COVID-19 pandemic on the skill-based sharing economy and to explore sector resilience. The following research objectives were proposed: to explore how LTGs utilize a sharing economy platform; to understand how LTGs have responded to COVID-19 restrictions using self-efficacy and resources to improve resilience and performance; and to delineate the working mechanisms of P2P platform-enabled dynamic capability building processes in the tourism sharing economy. This study contributes to the sharing economy research by theorizing on how LTGs exert self-efficacy and leverage dynamic capability within P2P platforms. The findings will support LTGs and other sharing economy sectors to develop resilience on P2P platforms.

2. Literature Review

2.1 Sharing economy in tourism and hospitality

2.1.1 Basis of sharing economy platforms

The sharing economy refers to the redistribution and use of underutilized goods and services on a P2P sharing basis, either for free or for a fee (Dolnicar, 2021). P2P travel through sharing economy platforms meets the needs of hosts and tourists for meaningful social activities and enriches tourists’ local experience (Qiu *et al.*, 2022; So *et al.*, 2022). Two-way information disclosure and reciprocity can help increase tourists’ overall satisfaction with P2P online travel platforms and tourists’ positive behavioral intentions (Pappas, 2017). Regarding how P2P platforms achieve these outcomes, Chi *et al.* (2021) found that the satisfaction of interaction authenticity and novelty, positively influence behavioral intention.

In addition to the property-based sharing economy, the skill-based sharing economy has also emerged. Typically, sharing economy products can be divided into four types including the exchange of services, such as TaskRabbit and Withlocals, the sharing of productive assets, such as Hackerspace and Skillshare, increased utilization of durable

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3 assets, such as Airbnb and Uber, and the recirculation of goods, such as eBay and
4 Craigslist (Schor, 2016). The skill-based sharing economy platforms is an exchange
5 of service and can be defined as a platform that facilitates access to and the sharing of
6 underutilized human assets such as skills, talents, and knowledge (Calo and
7 Rosenblat, 2017; Gerwe and Silva, 2020). LTGs are representatives of the skill-based
8 sharing economy in the tourism sector. LTGs are regarded as being knowledgeable
9 about the tourism destination and provide systematic services for tourists through a
10 sharing economy platform. Services may include online consultation to physically
11 guiding tourists to create an authentic destination experience through personalized
12 services (Atsız, 2022).
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20 21 **2.1.2 Sharing economy platforms in tourism and hospitality during the** 22 **COVID-19 pandemic** 23

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25 As a fairly recent phenomenon (Buhalis *et al.*, 2020), most of those engaged in the
26 sharing economy were unlikely to have extensive knowledge or experience to respond
27 to crises. The COVID-19 pandemic disrupted all aspects of the sharing economy
28 (Braje *et al.*, 2022; Farmaki *et al.*, 2020), leaving many who were financially
29 dependent in a vulnerable position (Zhang *et al.*, 2021). The emergence of sharing
30 platforms has created a large informal market in the tourism and hospitality sector, for
31 which existing frameworks and regulation are not always adequate, or adequately
32 implemented (Minoia and Jokela, 2022). This posed challenges for the imposition of
33 measures for the prevention of the spread of the pandemic (Minoia and Jokela, 2022).
34 It also created a pool of individuals whose livelihoods and economic wellbeing were
35 not safeguarded by existing social security mechanisms with little access to
36 government or online platform support (Chen *et al.*, 2020). However, LTGs, who
37 were not hampered by fixed assets and were able to cater to the tourist's need to
38 explore a destination and have a carefree holiday, have recovered quickly and are
39 becoming an indispensable part of personalized travel (Banerjee and Chua, 2020).
40 The operational model and how the skill-based sharing economy can respond to the
41 COVID-19 pandemic, through the use of resources to improve their resilience and
42 performance deserves further investigation. Little is known about the status of the
43 skill-based sharing economy platforms during the pandemic. This research will
44 address this gap in relation to skill-based sharing economy platforms.
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2.2 Self-efficacy theory

Self-efficacy refers to one's beliefs about self-ability to achieve goals, accomplish tasks, or cope with obstacles (Bandura, 1997). Self-efficacy contributes directly and indirectly to the success and failure of the performance, as well as task effort and persistence, and complements the influence of objective ability, especially under arduous conditions (Bandura, 1997). According to self-efficacy theory (Bandura, 1997), individual performance achievement or enactive mastery experience, vicarious experience, verbal or social persuasion, and physical and affective states and reactions are four sources of an individual's self-efficacy.

Enactive mastery experience can be understood as an individual's previous experience of success or failure. It is related to an individual's perceptions of their abilities, the difficulty of the task, and the effort required to complete the task (Bandura, 1997). Vicarious experience are social comparisons of an individual's performance against others with similar abilities (Bandura, 1997). Verbal persuasion refers to positive or negative feedback from external or internal (self) sources (Zamanzadeh *et al.*, 2021). Positive feedback and encouragement may lead to a better understanding of one's strengths and create greater confidence in one's abilities (Zhang *et al.*, 2019). Physiological and affective arousal refers to an individual's ability to manage physical and emotional stress while undertaking a task (Webb and LoFaro, 2020). It includes three main factors: stress, complexity of activity, and emotion (Mills, 2014).

The application of self-efficacy within the P2P context is gaining scholarly support (Bandura, 2012). In a study of consumers' motivations for using ridesharing applications, Zhu *et al.* (2017) confirmed self-efficacy was a focal determinant of individual behavior. Self-efficacy has a positive effect on perceived benefits and learning costs, suggesting that an individuals' confidence in their ability to use ridesharing applications may reduce learning barriers (Zhu *et al.*, 2017). Self-efficacy impacts on entrepreneurial behavior in the context of the sharing economy. Wu *et al.* (2021) indicated that when individuals have higher levels of self-efficacy, they are more likely to believe in their ability to implement social entrepreneurship, thereby increasing their social entrepreneurial intention.

To conclude, though much of the literature has been tested on online reviews, hotel employee behavior, and consumer engagement behavior from a self-efficacy

perspective (Bravo *et al.*, 2020; Hwang *et al.*, 2021), the literature on the sources of self-efficacy within P2P online travel platforms is limited. As tourism service products showed extreme vulnerability during COVID-19 pandemic (Galí, 2022; Nazli, 2022), it would be helpful to explore the sources of LTG's self-efficacy in P2P online travel platforms and the role it plays during times of uncertainty.

2.3 Dynamic capability

Dynamic capability is the ability of a firm to match the pace of global development. This can be achieved through the rational allocation of resources, skills, and competencies, to remain competitive in a changing market environment (Teece *et al.*, 1997). From a process perspective, dynamic capability is a collective behavior developed through the process of changing operational management to achieve strategic objectives (Zollo and Winter, 2002). Eisenhardt and Martin (2000) suggested that dynamic capability is the process of resource use by which firms integrate and reconfigure the acquisition and release of resources to adapt to changes in the market environment.

The dynamic capabilities of sharing economy platforms are composed of market awareness capability, learning and integration capability, coordination capability, and organizational flexibility (Lin *et al.*, 2020). There is a mutually reinforcing and guiding connection between dynamic capabilities and the innovation of business models on sharing economy platforms (Lin *et al.*, 2020). By unpacking the concept of dynamic capabilities, Zeng (2022) found that the integration capabilities of a sharing economy platform at the multinational enterprise level. These not only exists in itself, but also in the on-going interactions between the resources within the sharing economy platform and the business partners in the host market. The marketing analytics capability of sharing economy platforms have also gained attention. In an empirical study of B2B cloud sharing platforms, pattern recognition, real-time solutions, and data governance were identified as the antecedents of marketing analytics capability. These factors had an overall impact on the marketing agility and effectiveness of sharing economy platforms (Akter *et al.*, 2022).

Teece (2007) suggested that dynamic capability should include the perception of opportunities and threats, opportunity seizure, and reconfiguration. Pavlou and El Sawy (2011) also identified four dimensions: sensing the environment, learning,

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3 coordination, and integration. Sensing capability refers to the ability of identifying,
4 interpreting and pursuing opportunities in the changing environment (Pavlou and El
5 Sawy, 2011). Learning capability is defined as the ability to comprehend new
6 knowledge based on the information gathered through sensing capability (Pavlou and
7 El Sawy, 2011). This interpretation was applied to investigate hotel resilience and
8 competitive productivity during COVID-19 pandemic (Liu and Yang, 2021). Lin *et*
9 *al.* (2020) proposed that the dynamic capabilities of sharing economy platforms are
10 composed of market awareness capability, learning and integration capability,
11 coordination capability, and organizational flexibility. In the context of tourism and
12 the sharing economy, the integration of Pavlou and El Sawy's (2011) and Lin *et al.*'s
13 (2020) dimensions have been applied in this study. The dimensions of sensing,
14 learning, integrating, and coordinating capabilities will be used to understand the
15 dynamic capability of individual-based LTGs during times of uncertainty.
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26 **2.3.1 Dynamic capability in the context of tourism**

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29 Dynamic capability theory has been widely applied in the field of tourism, with
30 research covering three main areas: managing crises and disasters, influencing factors
31 of dynamic capability, and the relationship between dynamic capability and enterprise
32 (tourism destination) performance, competitiveness, and knowledge innovation.
33 Facing the impact of COVID-19 on the tourism industry, dynamic capability enables
34 tourism organizations to respond to disruptive environmental changes through
35 conventional transformation, resource allocation, and utilization processes (Jiang *et*
36 *al.*, 2021a).
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43 The influencing factors of dynamic capability are also the subject of related literature.
44 On a societal level, market demand and supply-side constraints have forced online
45 travel agencies to acquire new skills and the dynamic capability to adapt and capture
46 the local tourism market (Weigert, 2019). At the firm level, there is a positive
47 correlation between the different dimensions of dynamic capability of tourism
48 companies, which are influenced by the cognitive characteristics of managers
49 (Krupskyi and Grynko, 2018). Knowledge and skills at the individual and collective
50 level also form the basis of dynamic capability for firm development in the hospitality
51 industry (Nieves and Haller, 2014).
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59 Scholars have also examined the relationship between dynamic capability and firm
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(tourism destination) performance, competitiveness, and knowledge innovation (Bethune *et al.*, 2022). For tourism destinations, performance is directly influenced by competitive advantage and corresponding management capability, and is indirectly influenced by information technology (Jiang, *et al.*, 2021a). For travel agencies, the dynamic capability to segment business processes from output to input and from retail to packaged travel products enhanced the competitiveness of brick-and-mortar travel agencies. However, these findings were all derived from studies based at the organizational level. Hence, the role of dynamic capabilities for individuals facing crises and disasters, especially in the context of the sharing economy, requires more research to fill this under-explored area.

2.4 Self-efficacy theory and dynamic capability

The potentially valuable synergies between self-efficacy and dynamic capabilities, have also received attention from scholars. From an employee perspective, Buenaventura-Vera (2017) indicated that employee self-efficacy is positively correlated to the learning capability of the team when employees work in a positive environment. From a leader's perspective, Kevill *et al.* (2017) noted that without owner-manager self-efficacy, firms may not exhibit dynamic capabilities. The multifaceted role of owner-manager's self-efficacy as the micro-foundation of dynamic capabilities has also been elaborated (Kevill *et al.*, 2017). In merchandising and IT enterprises, self-efficacy can influence the roles assumed by different parties in the implementation of dynamic capabilities. In merchandising enterprises, self-efficacy can influence how dynamic capabilities are implemented. Within media enterprises, self-efficacy can stimulate and promote the development of dynamic capabilities and the specific practices involved in these developments. Previous research has highlighted that analyzing the micro-foundations of dynamic capabilities, such as self-efficacy, may contribute to understanding the lower level factors of dynamic capabilities, including the components or parts of dynamic capabilities at the enterprise, organization, and group level (Felin *et al.*, 2012). However, research does not explain the possible contribution of dynamic capabilities to self-efficacy. This may leave the potential reciprocal interplay between self-efficacy and dynamic capability under explored, and this is particularly true for sharing economy platforms. Further exploration of the role that self-efficacy may enact in and with dynamic capability, is needed.

3. Methodology

Adopting a qualitative research method provides the research rich, detailed, and deep data based on individuals' experiences and their interpretations (Creswell and Creswell, 2017). By using linguistically rich data and appropriate analysis methods, qualitative methods are able to elicit the meanings individuals attribute to specific phenomena to a depth and degree of detail that allows genuine insights (Creswell and Creswell, 2017).

To achieve the objectives of this study, two sets of data, interviews and online reviews were collected. To understand how LTGs respond to various situations caused by the pandemic through the use of different resources and resulted in improved resilience, semi-structured interviews were conducted. The interviews explored LTGs' beliefs, policies, approaches, and actions in the provision of their services. Interviews provide data that reliably and authentically illuminates the topic (O'Connor and Joffe, 2020).

To obtain insights into LTG's job performance through the experiences of tourists' who have used the LTGs services to delineate LTG's self-efficacy (i.e. verbal and social persuasion), online reviews were collected. The tourists' reviews of the LTGs were analyzed using the sentiment analysis. The digital revolution has facilitated a dramatic change in the types of data available for analysis (Corti and Fielding, 2016). Digital activities create a wealth of data that can be exploited to explore a diverse range of phenomena in ways not previously possible. The data obtained is considered to be authentic, valid, and reliable (Merriam and Tisdell, 2015). The use of online reviews and interviews complement each other to address the research questions. The following sections outline how data was collected and analyzed.

3.1 Semi-structured interviews

Interviews benefited from purposive sampling to identify suitable participants for this study. All interviewees were selected from the China's largest online travel agency, Ctrip's LTG service P2P platform known as "Ctrip LGuide" (Jiang *et al.*, 2021). This P2P travel service platform commenced in 2017 (www.ctrip.com). The subsection "Your Local Tour Guide" connects local residents in destinations with individual tourists who are looking for authentic and customized tour services. To explore LTGs various responses to coping with the COVID-19 pandemic, the top ten tourism destinations from Ctrip's list of popular tourism destinations were selected. These

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3 destinations were Shanghai, Beijing, Chengdu, Hangzhou, Xi'an, Sanya, Qingdao,
4 Xining, Harbin, and Xiamen. Only LTGs who had served tourists more than 100
5 times and had at least one year of LTG working experience in China were targeted.
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9 The interview protocol was developed based on the four main sources of self-efficacy
10 identified by Bandura (1997) and the four main dimensions of dynamic capabilities
11 identified by Pavlou and El Sawy (2011) and Lin *et al.* (2020). The interview protocol
12 comprised the following five parts: knowledge of LTGs' services; the sources of
13 LTG' self-efficacy; dynamic capability building and development of LTGs; the future
14 of LTG service in P2P online travel platforms in a post-pandemic era; and the
15 interviewee's demographic information. Detailed interview questions appear in
16 Appendix 1.
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23 Two pilot interviews were conducted with a tourism student and part-time LTG and
24 another LTG. Both were knowledgeable of Beijing's tourism resources and were
25 experienced LTGs. The term 'authenticity' was changed to an easy-to-understand
26 Chinese expression. The remaining content of the interview was judged easy for the
27 interviewees to understand and would help them to provide useful answers.
28 Consequently, twenty interviewees were recruited and interviewed twice. The first
29 interviews occurred between April and August 2020 during the early stages of the
30 COVID-19 outbreak. The same 20 interviewees were interviewed again from
31 September to November 2021, considered to be the middle to late stages of the
32 COVID-19 outbreak. Each interview lasted approximately 55 minutes. Interviews
33 were conducted in the interviewees' native language of Mandarin. All interviews were
34 completed by telephone or Wechat, and all interviews were audio recorded with the
35 full consent and permission of the interviewees. Data saturation occurred at the 18th
36 interview, where content began to be repeated, with the remaining interviews
37 confirming saturation had been achieved. The demographic information of the
38 interviewees is presented in Table 1.
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51 [Table 1 about here.]
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54 An inductive analytical approach was selected for the interview textual data analysis.
55 This would avoid pre-judging which themes and categories would be of significance
56 and thus avoid bias. Thematic analysis was used and aimed to identify common
57 themes expressed across the sample (Braun and Clarke, 2006) and was considered
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appropriate for the study. NVivo 12 software was used to code and analyze the transcripts.

The thematic analysis was conducted by two researchers, following Braun and Clarke's (2006) four stages of thematic analysis, data familiarization, initial code generation, theme generation, and a review of the themes. Initially, all interviews were transcribed into text, then translated to English by the leading author, who is proficient in both languages. The translation process was cross-referenced by other members of the research team. After this process, the features of each idea were encoded as a short phrase or keyword and recorded as a memo. The data was reread, and this process was repeated several times to narrow down the number of codes and categorize identifiable themes. In reviewing the themes, the researchers re-read the complete interview data to validate the coding.

To ensure the trustworthiness of qualitative study, reliability and conformability were assessed. To establish reliability, the techniques of triangulation and member checks were applied. According to investigator triangulation (Golafshani, 2003), having two researchers reading and comparing transcripts reduces researcher bias. The research team also communicated regularly to ensure the accuracy and credibility of the results. For conformability, minutes were made of each meeting where the research design was discussed. The audio records were made of the interviews, and transcripts, NVivo documents, process notes, and author's reflective logs were also documented.

3.2 Online reviews of LTGs

Bazhuayu (Octoparse) software was used to collect online review data, which allows researchers to retrieve a significant quantity of data from target websites including categories, such as usernames, keywords, time of post, and review content. In this process, a total of 26,478 review comments were collected on every LTG participant's Ctrip homepage from when the participant's joined the Ctrip platform to 31/10/2022.

Sentiment analysis, which aims to automatically identify and extract subjective information such as emotional expression in text, is an important research direction in the natural language processing (NLP) field (Jiang *et al.*, 2021). "Qualitative sentiment analysis could indicate the functions underlying users' emotions. Human-based qualitative sentiment analysis can provide additional depth and diversity about how people are coping with an unexpected and potentially stressful

social events and the context in which they express themselves” (Gaspar *et al.*, p. 2, 2016). The valence (the classification of reviews into positive and negative elements) is the most important component in the application of sentiment analysis (Jiang *et al.*, 2021). The purpose of analyzing tourist online reviews in this research was to obtain the valence (positive or negative) of sentiment analysis. This would represent LTG service performance from a tourists’ perspective and provide evidence of LTGs capability to respond to the COVID-19 pandemic.

Based on the PaddlePaddle deep learning framework within the Baidu AI platform, this research utilized ERNIE1.0 as the pre-training model to analyze the interview sentiment. PaddlePaddle within the Baidu AI platform is an industrial-level deep learning platform that integrates a core framework for deep learning, with a basic model library, an end-to-end development kit, tool components, and a service platform that is fully open access. ERNIE 1.0 is a Chinese pre-training model published by Baidu, which is based on the improved Transformer framework and contains hundreds of millions of parameters. Its training corpus exceeds 173 million sentences. The pre-training model can realize NLP tasks such as Chinese text classification, text matching, sequence tagging, reading comprehension, and intelligent dialogue. Because the essence of sentiment analysis is a text classification task, it can be interpreted by ERNIE 1.0. The sentiment analysis process is presented in Figure 1. The training set used in model training was ChnSenticorp, a Chinese sentiment analysis data set published in the field of NLP. The data set contains more than 7,000 hotel reviews from Ctrip, of which more than 5,000 were positive and more than 2,000 were negative.

[Figure 1 about here.]

4. Findings

4.1 The working flow in Local Tour Guide-tourist peer-to-peer platform

Based on the 40 interviews with LTGs, the working flow in P2P travel platform was delineated (Figure 2). Throughout the working flow, the P2P online travel platform acted as the medium connecting LTGs with tourists. The working flow consists of three parts: the interaction between LTGs and the platform, the interaction between LTGs and tourists, and the interaction between the platform and tourists.

[Figure 2 about here.]

The process of interaction between LTGs and the platform commences with the uploading of LTG profiles and tour products information as required by the platform. In this process, the platform provides support to LTGs in terms of knowledge, technology, resources, and channels, and also monitors the services of the LTGs in real time. As Informant 3 and Informant 7 pointed out, the platform provides standard training and assessment of capability prior to their joining the platform. The platform also provides tips on content management and customer service, both before and during the outbreak of the pandemic. The platform also provides LTGs with access to a wider market of potential customers. This was especially important during the pandemic.

The 'Ctrip LGuide' platform is an important window for us to showcase and promote ourselves. In particular, the platform took the initiative to invite and organize us to learn and use tourism live streaming from the very beginning of the pandemic. (Informant 2).

The interaction between tourists and the platform is mainly reflected in the process of tourism service selection. Tourists send their requests for communication to LTGs through the platform after conducting a preliminary selection based on the online travel platform information. Should the tourist be satisfied with the advice and content provided by the LTG, the tourist may then place an order through the platform and visit the destination. Hence, the interaction process between LTGs and tourists could be further divided into three parts: co-design travel routes at pre-trip stage, face to face interaction at during-trip stage and mutual review at post-trip stage. The LTG will gain basic information from the tourist at first, including their characteristics and needs before discussing the tour itinerary with them. The capability to clarify the tourists' needs is critical for the provision of a satisfactory and personalized tourism experience.

I will consult tourists about their personalized needs. For example, tourists would say that they will take a child with them on the trip and wish the LTG be patient. There are elderly people who are travelling with me, and wish me explain something more about history. In response to these requirements of tourists, I will provide 3 to 5 routes that meet their time for them to choose

(Informant 5).

4.2 Sources of self-efficacy for Local Tour Guides

The sources of LTG s' self-efficacy are also determined as enactive mastery experiences, vicarious experience, verbal and social persuasion, and physiological and affective arousal. Enactive mastery experience was the most frequently mentioned source for building self-efficacy during the COVID-19 pandemic. The accumulation of work experience, fans, and knowledge were the major components of the enactive mastery experience of LTGs. This was also a source of business and income confidence to withstand the impact of the pandemic. Work experience gained over the years enabled LTGs to analyze the tourism industry and to organize their business in accordance with the different pandemic conditions in each region.

I'm still bullish on the future of the LTG business as people's travel needs move towards being more personalized and customized. And with more and more people looking to reduce their contact with crowds during the pandemic, LTGs that could provide a car service while doing so will definitely be more popular (Informant 6).

The confidence of LTGs in maintaining a relatively stable source of customers and orders came from the accumulation of fans and loyal customers. For example:

I have built up a very solid trust with many of my loyalty customers. Every year, whenever they come to Beijing, they would contact me and they don't ask for too much, they let me in charge of all the travel arrangements! Between July and August 2021, at least five regular customers came to Beijing with their family and asked me to arrange in-depth experiences for them (Informant 3).

Unlike traditional tourism service modes, where the guide and the tourist have a more superficial relationship as service provider and customer, LTGs and tourists become friends in the process of the in-depth one to one communication.

I used to take a tourist to a street restaurant where Chengdu citizens often eat there. He came to Chengdu for the first time in 2017 and then came four times. Every time he would specifically invite me to go to that restaurant for dinner, because we already become friends (Informant 5).

Participants recognize that LTGs are skill-based professionals, and their knowledge of

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3 the tourism industry and professional background helps them to remain competitive in
4 the industry.
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7 *I consider myself a bit of an all-rounder. This is because I started out in*
8 *customer service in a traditional travel agency and then transitioned into*
9 *group tour guides. I have also obtained the national senior tour guide*
10 *certificate. So even though I am now under great pressure as a LTG, I can*
11 *still do several jobs on my own. I believe I am still very competitive in the*
12 *tourism industry (Informant 4).*
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18 Vicarious experience is gained by LTGs through observation and learning from the
19 ideas and behaviors of their peers as they exchange information with each other in the
20 community.
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24 *I have seen other LTGs taking visitors around the Forbidden City with a*
25 *combination of pictures and short videos, and visitors have commented on*
26 *how much more vivid and concrete the presentation is. Therefore, I have also*
27 *combined some supporting materials in my subsequent service (Informant 4).*
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31 Verbal and social persuasion for LTGs comes from the support of family, friends, and
32 peers, which is also the recognition and encouragement from tourists. Family and
33 friends, even if they have little knowledge of tourism or worry about future
34 development, still offer unconditional support. "At first, my family and friends
35 advised me to quit the tourism industry," Informant 6 said. But when she told them
36 that she was determined to continue working as a LTG, her family and friends
37 supported her unconditionally and asked if she needed any financial help. Similarly,
38 when the COVID-19 pandemic paused tourism activities, LTGs encouraged each
39 other with positive words, which they optimistically referred to as virtual hugging.
40 The positive feedback from visitors, both in words and actions, provided a constant
41 source of motivation.
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51 *After visiting Sanya with me, many tourists felt that this place was very*
52 *livable and they came here to buy houses, and some of them settled here later*
53 *(Informant 11).*
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57 Feeling great stress, anxiety, and even depression were common psychological states
58 reported by the LTGs during the second interview. However, all said that they would
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3 definitely continue to operate the tourism business, and this is where their own
4 physiological and affective arousal becomes evident. A long trip to relieve mental
5 stress was arranged by Informant 10 to relax.
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9 *When I was at my worst, I went on a 14-day trip to the grasslands. The fresh air and*
10 *the tranquil environment of the grassland gradually calmed me down. Then when I*
11 *was able to take my time and think about every step of my future plan, I didn't feel so*
12 *panicky as before (Informant 10).*
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16 For others, maintaining a healthy mental state and continuing to learn were two other
17 effective options to relieve mental and physical stress.
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21 *I was unable to travel because I had to take care of my children and elderly*
22 *parents at home. During COVID-19, I filled my time by constantly learning*
23 *new things and knowledge to stop making blind and disorderly conjectures,*
24 *so as to relief my anxiety (Informant 18).*
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28 **4.3 The development of dynamic capability in Local Tour Guide community**

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30 The development of the dynamic capability of the LTGs were also identified as
31 sensing, learning, integrating, and coordinating capabilities.
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34 Sensing capability is reflected in the following five areas: tourist demand, tourist
35 behavior, unexpected risk, pandemic situation, and tourist attraction policies. The first
36 thing that LTGs sensed during the COVID-19 pandemic was a change in tourists'
37 demands. The increased awareness of the need to maintain social distance created a
38 demand for private transportation. Facing the challenges brought by the pandemic,
39 some LTGs developed more in-depth experiences in and around the city to cater to the
40 new travel trends of local residents exploring their hometown.
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47 *During the COVID-19, many local residents were unable to travel across the*
48 *province, so I designed some tours around Hangzhou and local fun*
49 *experiences, such as field trips to tea plantations where visitors could*
50 *experience tea culture (Informant 7).*
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55 As the spread of the COVID-19 pandemic triggered travel uncertainty, many travelers
56 made bookings closer to the time of travel. Informant 3 adjusted customer service
57 conditions upon noticing this change and promised travelers a full refund, further
58 increasing trust. The perception of unexpected risk in communication with tourists is
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another effective way to ensure that visitors travel safely and to reduce business losses.

Before the COVID-19 had spread, a doctor from a relatively serious area cancelled a trip that had already been confirmed with me on short notice. I realized at the time that something was wrong and suspended the advance payment to the hotel and other related businesses in time to mitigate the loss (Informant 18).

It was also important for the LTGs to keep up to date with the development of the pandemic and the prevention and restriction rules for tourism attractions and destinations. Informant 13 said that she would find out the Health QR code status of tourists in advance when she communicated with tourists through the platform.

Learning capability was critical to maintain competitiveness. The use of social media and learning about tourism live streaming, a new online promotion channel, was the first choice for many LTG during the pandemic. Informant 7 stated that she would first go to other tourism live streaming rooms to get an initial understanding of live streaming. Afterwards, she learnt the process and received tips from the Ctrip Academy, a learning platform provided by Ctrip. After each live streaming, she also summarized and analyzed the data from her live streaming account. The exchange and sharing of expertise was also an efficient way to learn.

Most of the LTGs in Chengdu have experienced the earthquake in 2008. As a result, we have some experience of dealing with the unpredictable crisis that forced us to interrupt the tourism business. Since the beginning of the quarantine at home, we have been organizing online courses to share our knowledge of local attractions, museums and folklore (Informant 6).

Another learning opportunity during home quarantine included joining online workshops and training courses. Informant 17 undertook an online course on sales techniques in order to further improve the effectiveness of communication with tourists within the platform.

LTGs in the same city face the situation of declining orders and income together by exerting their integration capability and spontaneously integrating resources. Informant 16 partnered with other LTGs in the same city to share vehicle and hotel

resources, to complement each other's resources, and to integrate knowledge and skills to reduce operating costs. Informant 9 from Xi'an led tourists through a variety of heritage sites and museums throughout the year. The LTG found that while many tourists were very interested in what they were visiting, most were still unable to accurately understand the stories behind the sites due to a lack of historical knowledge. He compiled a complete set of illustrated reading material of Xi'an for future tourists to read during their trip.

The coordinating capability of LTGs was most evident in the communication and service aspects with tourists. They customized the itineraries for tourists and in the event of an unforeseen situation, LTGs would use their in-depth knowledge of the destination to offer alternative itineraries. LTGs also helped tourists coordinate other travel.

During the COVID-19, some tourists will stay in the destination for several days and if they need to have a nucleic acid test, I will help them book a time and place for the test in advance and follow up in real time (Informant 5).

LTGs also maintained communication with loyal customers during the pandemic. LTGs also made timely changes to their job descriptions and devoted more time to tourism live streaming through the 'Ctrip LGuide' platform.

With the pandemic causing many people to cancel their travel plans and stay at home, I wanted to use tourism live streaming for personal promotion purposes and to attract more potential customers. In August 2021, I received 20 orders through tourism live streaming of the platform, with a turnover of about RMB 40,000 (Informant 12).

4.4 The interplay between Local Tour Guides' self-efficacy and dynamic capability

The self-efficacy and dynamic capability of LTGs were mutually reinforcing (Figure 3). Specifically, good self-efficacy can always facilitate on any aspect of dynamic capability. For example:

I was actually worried about the lasting impact of the pandemic on tourism. But I always receive thoughtful comments and greetings from tourists, which give me a boost of confidence. So, every day I still concentrate on learning something new and

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3 *optimizing my product* (Informant 2).
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5 Changes in any aspects of dynamic capability could also affect one or more of the
6 four sources of self-efficacy, and therefore influence self-efficacy. For example:
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8 *Tourists will be very happy if I can sense they are not very interested in the current*
9 *attraction and I can suggest an alternative tour for them as soon as possible. I also*
10 *get a great sense of achievement from this* Informant 15.
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15 [Figure 3 about here.]
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18 The P2P platform allowed LTGs to provide the best available services to tourists
19 through their own resources and the platform-enabled dynamic capability during the
20 pandemic. Positive feedback from visitors acted as verbal and social persuasion, both
21 in words and actions, and provided a constant source of self-efficacy for the LTGs in
22 their daily work. This was supported by the sentiment analysis of the online reviews.
23 The percentage of positive online reviews received by LTGs in eight of all ten cities
24 remained the same before and during the pandemic. Only LTGs in Xiamen and
25 Harbin faced declination of positive online reviews during the pandemic compared to
26 the before pandemic period.
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33 [Table 2 about here.]
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36 As shown in Figure 4, of the ten cities, two cities LTGs received a similar percentage
37 of positive online reviews as they did before the pandemic. In addition, the reviews of
38 five cities' LTGs were higher than before the pandemic. Thus, even though the LTGs
39 orders decreased due to the pandemic, the proportion of positive comments received
40 from tourists did not decrease.
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45 [Figure 4 about here.]
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48 Figure 2 and Figure 3 demonstrate the combined working mechanisms of P2P
49 platform-enabled dynamic capability building and operating processes in the tourism
50 sharing economy. It suggests that good self-efficacy facilitates dynamic capability.
51 Then, the LTG senses the needs of tourists and tourism-related information through
52 the communication process on the P2P platform. The P2P platform acts as a medium
53 to connect LTGs with tourists and provides support in terms of resources and
54 knowledge. LTGs select their learning capability, coordinating or integrating
55 capability as appropriate to apply the resources provided by the platform. This can
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3 optimize their business and lead to self-improvement. From this foundation LTGs can
4 provide satisfactory service to tourists. After experiencing the LTGs service, tourists
5 provide direct or indirect positive comments. The positive feedback in turn provides a
6 source of self-efficacy. This process was reflected in the interviews. A typical
7 example was the experience of Informant 10:
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12 *At the beginning of the pandemic, I noticed that more and more non-local*
13 *people who are working in Xi'an were inquiring about LTG service with me*
14 *through the platform. I immediately redesigned the itinerary about exploring*
15 *the city and culture of Xi'an suitable for non-local people. At the same time,*
16 *it just so happened that the platform was organizing us to learn about*
17 *tourism live streaming. Therefore, I devoted my main efforts to live*
18 *streaming.... After watching my live streaming, some tourists have come to*
19 *invite me to show them around the city after they are off work and experience*
20 *the urban culture of Xi'an. I have become friends with most of these tourists.*
21 *Their positive comments have also given me great confidence.*
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30 **5. Discussion and conclusion**

31 **5.1 Conclusions**

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33 This study explored LTG service in the sharing economy to investigate its capability
34 to increase the resilience of the LTGs during the pandemic. The research adopted an
35 interpretivist approach to understand the focal phenomenon. Data collection included
36 40 semi-structured interviews with LTGs and 26478 online tourists' reviews of LTG
37 services before and during the COVID-19. Results reveal that LTGs use the sharing
38 economy platform to integrate flexible tour guide services. Different sources of
39 self-efficacy and the components of dynamic capability of the LTGs were identified.
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43 The working flow in the LTG-tourist P2P travel platform was delineated, in which the
44 platform acts as a medium, connecting LTGs and tourists through a P2P format.
45 Before the trip, LTGs communicate with tourists through the platform and design
46 travel itineraries according to the tourist's needs, thus providing them with
47 satisfactory services. This is consistent with the findings from studies of Airbnb,
48 which noted that two-way disclosure and reciprocity contributed to tourists'
49 satisfaction and positive behavioral intention (Braje *et al.*, 2022; Pappas, 2017;
50 Tussyadiah, 2016). The studies highlighted the impact of the pandemic on Airbnb
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3 hosts, as they were not supported by the platform (Farmaki *et al.*, 2020). Interviews in
4 this study however revealed that the P2P platform continued to support LTGs with
5 knowledge, technology, resources, and channels, both before and during the pandemic.
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7 The support from the P2P platform was instrumental in keeping the LTGs afloat
8 during the pandemic.
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11 Findings from this study confirmed LTGs sources of self-efficacy highlighted in
12 research (Bandura, 1997). These were enactive mastery experience, vicarious
13 experience, verbal persuasion, and physiological and affective arousal. Of these the
14 most frequent mentioned source of self-efficacy was enactive mastery experience,
15 which corresponds with findings that enactive mastery experience was an important
16 contributor to positive changes in self-efficacy (Zhang *et al.*, 2019). Research
17 suggests that enactive mastery experience consists of one's successes or failures.
18 However, enactive mastery experience for LTGs consisted of the accumulation of
19 working experience, fans, and knowledge. Verbal persuasion was another frequently
20 mentioned source of self-efficacy for LTGs and was consistent with the ranking of
21 verbal persuasion among sources of self-efficacy (Zhang and Ardasheva, 2019). For
22 LTGs, apart from the verbal encouragement from family and friends, the positive
23 feedback from tourists was also persuasive. Vicarious experience and physiological
24 and affective arousal did not make a significant contribution to the sources of LTGs
25 self-efficacy. Throughout the interviews, few respondents mentioned that the source
26 of their self-efficacy was vicarious experience. LTGs attained vicarious experience by
27 watching their peers during offline work. This tends to corroborate Syakurah *et al.*'s
28 (2021) view that vicarious experiences do not feature prominently in self-efficacy.
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32 An LTGs individual level of dynamic capability was identified as sensing, learning,
33 integrating, and coordinating capabilities as suggested by Pavlou and El Sawy (2011).
34 LTGs' sensing capability consisted of sensing tourist demand, tourist behavior,
35 unexpected risk, pandemic conditions, and tourist attraction policies. LTGs' learning
36 capability included learning social media and marketing knowledge, inter-guide
37 learning, and undertaking training courses. LTGs' integrating capability was reflected
38 in integration of LTGs' resources and knowledge. Coordinating capability was
39 demonstrated as tourism live streaming, customized services, and loyalty to customers.
40 The findings suggest that knowledge-based and social resources were important
41 enablers for building dynamic capability in times of crisis (Jiang *et al.*, 2022).
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3 The findings confirm that self-efficacy was a solid micro-foundation of dynamic
4 capability which is consistent with Kevill *et al.*'s (2017) findings. The relationship
5 between self-efficacy and dynamic capability was not unidirectional but was mutually
6 reinforcing, supported by the sharing economy platform. With the P2P platform as a
7 medium, LTGs' dynamic capability was more effective. The platform provided access
8 to information and potential customers, so that LTGs had channels to reach the source
9 of their self-efficacy and were able to use their dynamic capability to counteract the
10 impacts of the pandemic on their business.
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17 **5.2 Theoretical implications**

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20 This research has three theoretical contributions. First, the role and functions of
21 skill-based sharing platforms for LTGs were investigated, particularly in the context
22 of the COVID-19 pandemic. It extends the knowledge of how sharing economy could
23 help service providers to overcome crisis by enabling the dynamic capacity and
24 stimulating self-efficacy.
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29 Second, the research also delineated the working mechanisms of P2P
30 platform-enabled dynamic capability building processes in the tourism sharing
31 economy at the LTGs' individual level. Sharing economy platforms help service
32 providers to overcome crises by enabling dynamic capability and stimulating
33 self-efficacy. Existing literature dominantly investigated dynamic capability from an
34 organisational and structural perspective. This paper uses dynamic capability to
35 analyse LTGs at an individual level. Besides, limited research has investigated the
36 self-efficacy theory and dynamic capability model in the sharing economy platforms.
37 As a unique business model, sharing platform displays different features and
38 resources that could generate dynamic capability and hence cultivate users'
39 self-efficacy.
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49 Further, compared with property-based sharing economy platforms, academia has
50 paid less attention to skill-based sharing economy platforms. The accumulation of
51 knowledge and technical experience is a core asset for LTGs and these intangible
52 assets and soft skills provide flexibility to respond to crises. This helped service
53 providers to remain competitive during turbulent times.
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58 **5.3 Practical implications**

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3 Practical implications from the study provide an understanding of how LTGs operate
4 within the sharing economy. The sources of self-efficacy and the path of change in the
5 dynamic capability of LTGs were delineated. This offers ways for LTGs to develop
6 plans to improve competitiveness and performance. LTGs can maintain long-term
7 contact with familiar tourists, stabilize own clientele, and gain intuitive insights into
8 their clients changing needs. These factors demonstrate greater enactive mastery
9 experience for self-efficacy.

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12 The study confirmed that support from the sharing economy platforms was an
13 indispensable part of an LTG's development process. From the LTG's perspective,
14 they were able to make full use of the technology, resources, and channels provided
15 by the P2P platform to manage customer relationships. They could also choose the
16 right communication style and content to communicate with tourists. LTGs who
17 remain current with the industry and environment, can improve their capabilities
18 through continuous learning, the integration of available resources, and can align
19 interests to meet the needs of tourists and rapidly changing environment.

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22 As positive feedback from tourists is an important source of self-efficacy for LTGs,
23 P2P platforms that encourage communication between LTGs and tourists, can
24 improve by utilizing evaluations and feedback. For example, P2P platforms could
25 consider offering incentives to encourage tourists to provide authentic online reviews
26 and assist LTGs from different cities to share experiences from interactions with
27 tourists. P2P platforms could develop LTGs training courses by using their own
28 resources, such as online training in operational knowledge and data analysis, to
29 enhance the competitiveness of the practitioners themselves. P2P platforms can take
30 advantage of their own traffic and provide technical, resource, and channel support to
31 LTGs. These efforts will allow LTGs to continue to provide satisfactory and
32 customized services to tourists.

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35 As LTGs have successfully built resilience through the sharing economy platforms
36 and performed well during the pandemic, these P2P travel service businesses can be
37 promoted to other skill-based service sectors. For example, a daily-life service skills
38 sharing platform (e.g. repairing computers, fixing light bulbs) can be optimized to
39 enable users to communicate with skill providers at any time and can also provide
40 users with regular online training modules and offline communication, and establish
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3 online communities to encourage users to learn new skills from each other.
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6 **5.4 Limitation and future research**

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8 The research has the following limitations. Firstly, the study was conducted by
9 interviewing LTGs on sharing economy platforms within China. The working flow or
10 operation method of the sharing economy platform may vary depending on the
11 culture, regulation, and policies within a region. Future research might address
12 sharing economy platforms in other countries or cultures to compare and validate this
13 study's findings. Secondly, this study explores the resilience capabilities of LTGs in
14 the face of crisis, based on self-efficacy theory and dynamic capabilities. Coping
15 behavior of skilled-based sharing economy platforms could also be considered as an
16 alternative aspect to investigate this phenomenon for the future research. Thirdly, this
17 study presents the perspective of how the sharing economy helped LTGs to cope with
18 a crisis and survive the pandemic. It may be meaningful to investigate the strategies of
19 the sharing economy from the tourist perspective in relation to crises. Finally, this
20 study adopted a qualitative approach and utilized content analysis. Future research
21 could attempt to further examine the relationship between self-efficacy and dynamic
22 capabilities through quantitative research methods.
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Table 1. Interviewee Information

Interviewee	First Interview Time	Second Interview Time	Gender	Age	Service times	Number of reviews	Location in China	Years of working as a local tour guide
Informant 1	04/2020	09/2021	Male	35-40	3377	1850	Shanghai	5
Informant 2	04/2020	09/2021	Male	40-45	262	193	Shanghai	4
Informant 3	04/2020	09/2021	Male	40-45	5780	4562	Beijing	5
Informant 4	04/2020	09/2021	Female	30-35	4394	2696	Beijing	5
Informant 5	04/2020	09/2021	Female	25-30	269	200	Chengdu	5
Informant 6	04/2020	09/2021	Female	30-35	2880	1972	Chengdu	5
Informant 7	05/2020	09/2021	Female	30-35	2009	1590	Hangzhou	5
Informant 8	05/2020	10/2021	Female	30-35	2662	1400	Hangzhou	5
Informant 9	05/2020	10/2021	Male	35-40	761	294	Xi'an	4
Informant 10	05/2020	10/2021	Female	35-40	216	142	Xi'an	5
Informant 11	05/2020	10/2021	Female	30-35	565	395	Sanya	5
Informant 12	06/2020	10/2021	Female	30-35	411	245	Sanya	5
Informant 13	06/2020	10/2021	Female	35-40	4579	4094	Qingdao	5
Informant 14	06/2020	10/2021	Female	25-30	310	209	Qingdao	2
Informant 15	07/2020	11/2021	Female	30-35	931	675	Xining	5
Informant 16	07/2020	11/2021	Male	40-45	4741	3984	Xining	5
Informant 17	07/2020	11/2021	Female	30-35	168	85	Harbin	5
Informant 18	08/2020	11/2021	Male	30-35	732	647	Harbin	5
Informant 19	08/2020	11/2021	Female	30-35	801	756	Xiamen	5
Informant 20	08/2020	11/2021	Male	25-30	1688	489	Xiamen	5

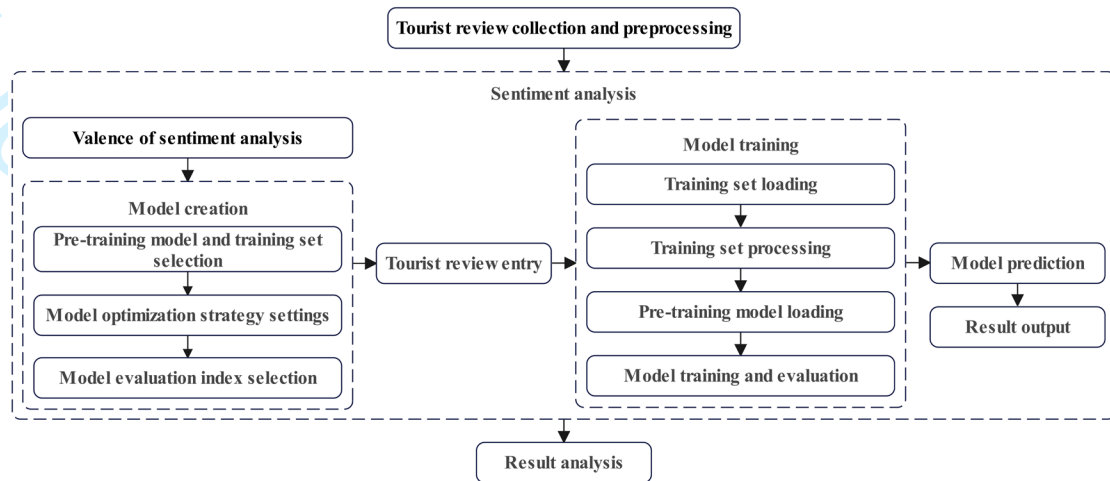


Figure 1. Sentiment analysis process of online review

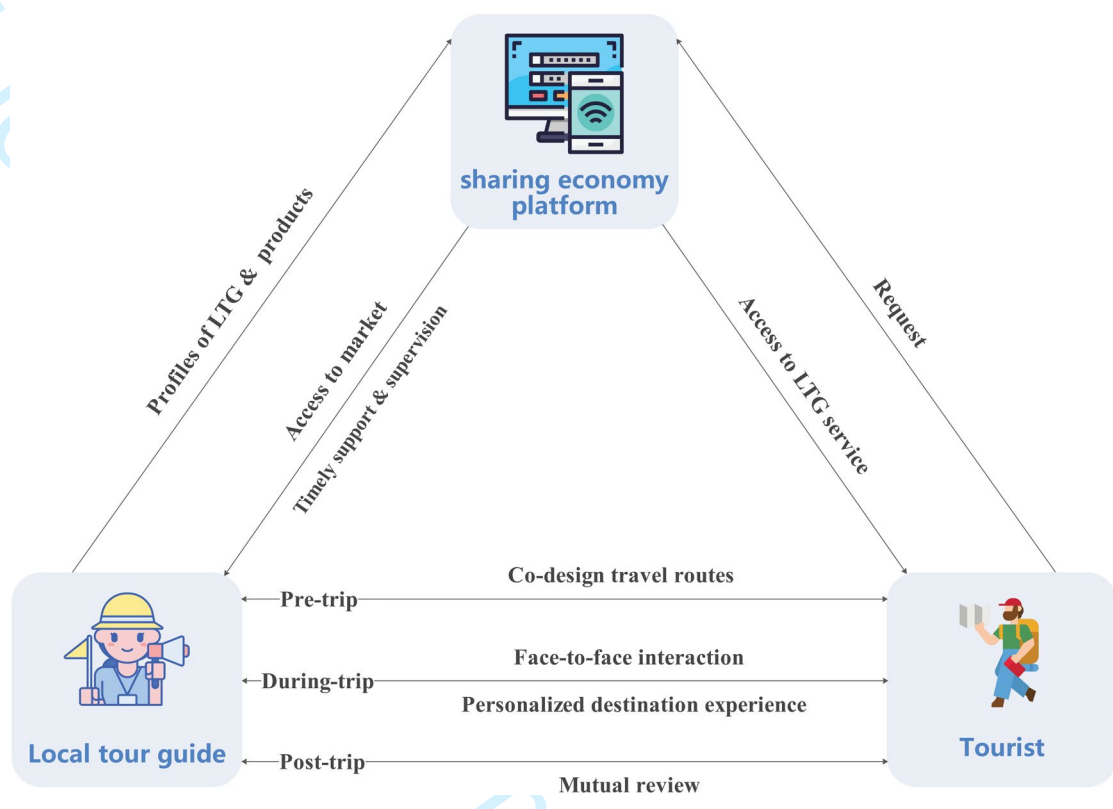


Figure 2. The working flow in peer-to-peer online travel platform

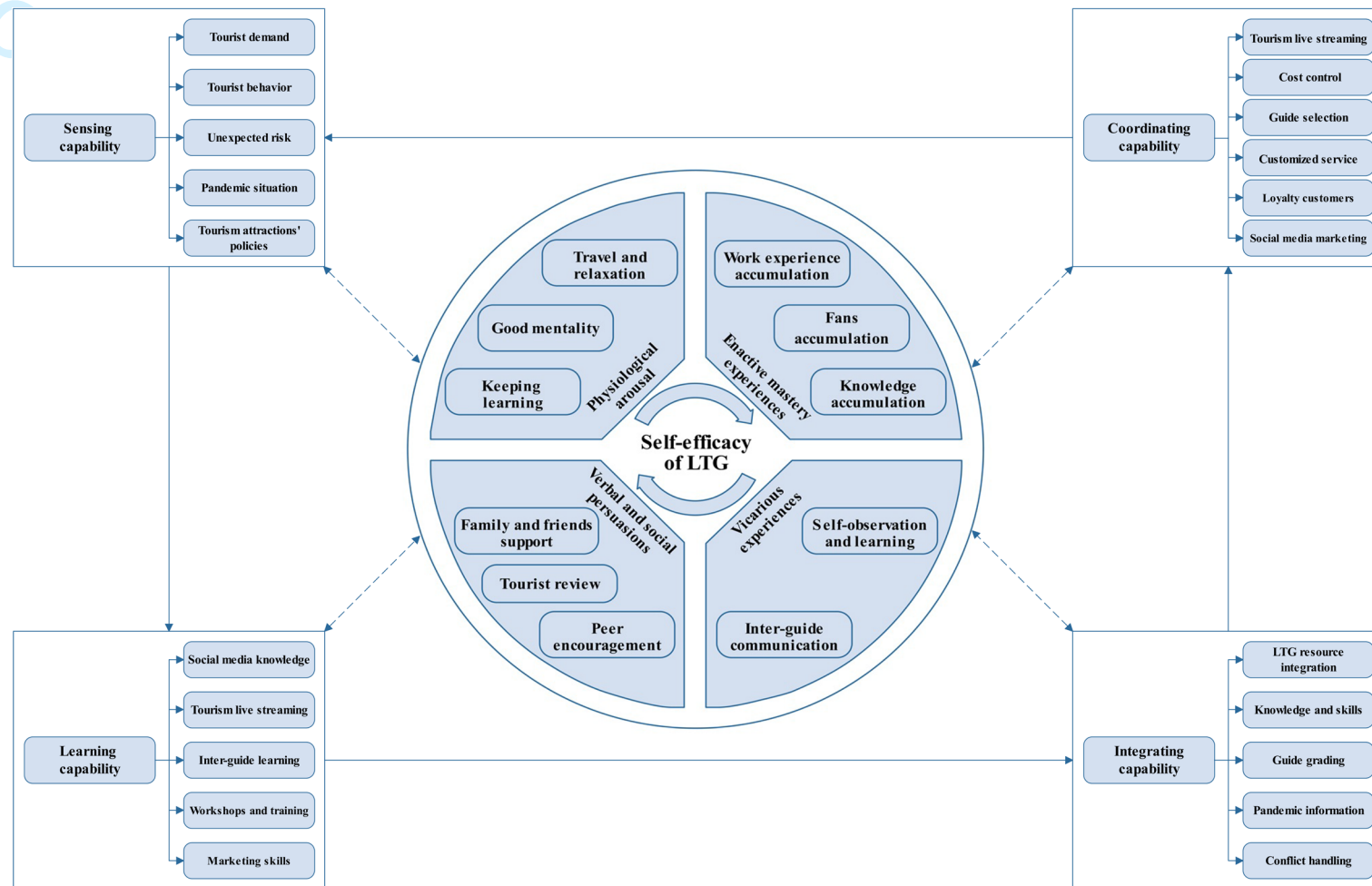


Figure 3. The interplay between Local Tour Guides' self-efficacy and dynamic capability

Table 2. The sentiment analysis of online reviews

City	Positive reviews		Negative reviews	
	Before the Pandemic	During the Pandemic	Before the Pandemic	During the Pandemic
Shanghai	1482 (99%)	530 (99%)	23 (1%)	8 (1%)
Beijing	4826 (99%)	2376 (100%)	48 (1%)	8 (0)
Chengdu	874 (99%)	1281 (100%)	11 (1%)	6 (0)
Hangzhou	1980 (99%)	974 (99%)	30 (1%)	6 (1%)
Xi'an	328 (99%)	104 (100%)	4 (1%)	0 (0)
Sanya	483 (99%)	151 (100%)	6 (1%)	0 (0)
Qingdao	2465 (100%)	1817 (99%)	8 (0)	13 (1%)
Xining	2574 (99%)	2060 (100%)	19 (1%)	6 (0)
Harbin	590 (100%)	137 (98%)	2 (0)	3 (2%)
Xiamen	711 (99%)	502 (95%)	6 (1%)	26 (5%)

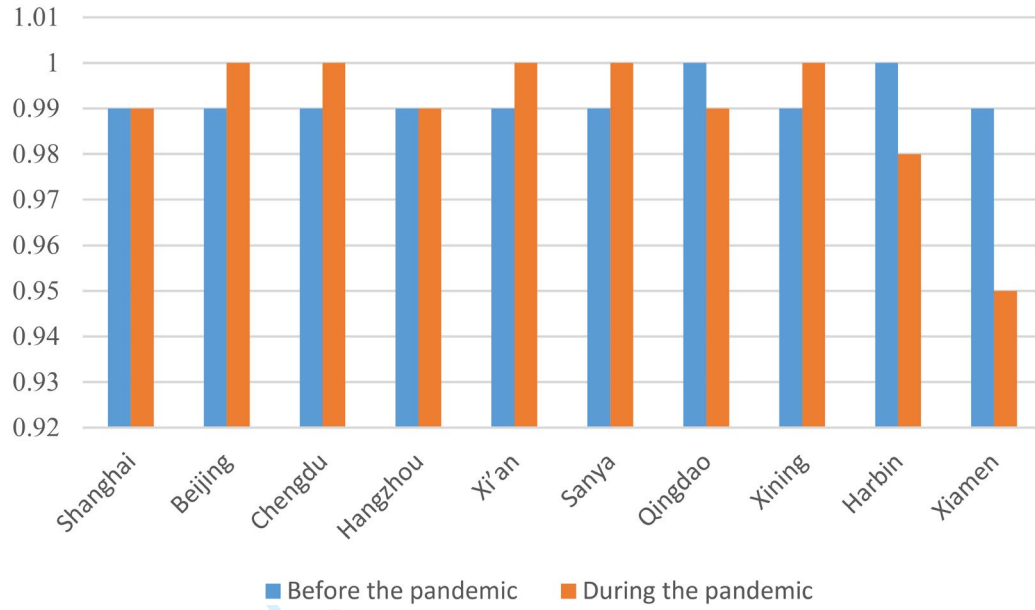


Figure 4. Comparison chart of percentage of positive online reviews (Before and during the pandemic)

Appendix 1: Interview Protocol -- Tour Guides' Self-Efficacy and Resilience Capability Building through Sharing Economy

Key Interview questions:

LTGs' operation through P2P platform

1. How do you understand the concept of LTG? What is the general process for LTG services on online travel platforms?
2. What do you think are the advantages and disadvantages of LTG compared to the traditional tour guide in a crisis situation (in the face of pandemic)?

LTGs' sources of self-efficacy

3. Do you have any past experiences in the face of the pandemic that have given you courage and strength? what were they? (e.g. overcoming difficulties)
4. What kind of encouragement have you received from family members or peers? (e.g. family members or friends convinced you to trust yourself)
5. Have you ever been anxious, depressed or emotionally unstable during the pandemic? If so, in what way did you make the adjustment for yourself?

The working mechanisms of P2P platform-enabled dynamic capability building processes

6. How do you generally test your tourism product development to ensure that they meet the needs of your visitors?
7. How did you adapt your tourism product development during the pandemic to ensure they met the needs of visitors? (e.g. develop some routes and products)
8. How did you feel when you first read the news about the pandemic? (e.g. start to make some preparations in terms of tourism products and business)?
9. Did you learn something new during the pandemic? What were they?
10. How did you manage your operating costs during the pandemic? (e.g. maintain communication with visitors)
11. Is there a regular communication mechanism between the platform and the LTGs? What are the methods of communication?
12. In what ways are "Ctrip LGuide" platform providing more support to LTGs than they did before the outbreak?
13. Do you have any other particular experiences from your LTG services in the past two years, especially during the pandemic?

Demographics:

1. Your Age Group: _____ 2. Years of working as a LTG : _____

(Other demographics of LTGs could be obtained from their profiles on the “Ctrip LGuide” platform.)

Thank you for your participation. I am very happy that you can share so much information with me.

Follow-up questions have been asked according to each interviewee’s responses

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When revising your paper, please prepare this report explaining how you have responded to each reviewer's comments and suggestions specifically.

We would like to thank the reviewer and the editor for their helpful suggestions and recommendations. We have tried to address all concerns and develop the paper as much as possible. We also would like to expand and elaborate on many of the issues raised. However the word limit is very restrictive to address all concerns at the depth desired.

REVIEWER A

Suggestions/comments from the Reviewer	Response from the Author(s)
1. Include a structured abstract in page 1 of the main document and make sure that it includes all the required subsections including Purpose, Methodology, Findings, Implications and Originality along with key words.	The structured abstract has been included on Page 1.
2. Make sure to follow IJCHM author guidelines closely: http://emeraldgroupublishing.com/products/journals/author_guidelines.htm?id=ijchm For example, when there are three or more authors, you need to use Adam et al., XXXX (or Adam et al., XXXX) format for the first time and after. Make sure that you should list references within text in an alphabetical order.	The manuscript has been double checked to ensure the style and formatting are consistent with the guidance.
3. Revisit the Discussion and Conclusions sections one more time to better answer the "So What" question. There should be four sub-sections under this section: (1) Conclusions, (2) Theoretical Implications, (3) Practical Implications and (4) Limitations and Future Research.	Thanks for the feedback. We revised Discussion and Conclusions and ensure that it contains the following 4 subsections: Conclusions, Theoretical Implications, Practical Implications and Limitations and Future Research.
4. To strengthen your literature review and theoretical implications, you may like to incorporate more recent and relevant references published in recent months/years published in IJCHM. For example: Braje, I.N., Pechurina, A., Bıçakcıoğlu-Peynirci, N., Miguel, C., Alonso-Almeida, M.d.M. and Giglio, C. (2022), "The changing determinants of tourists' repurchase intention: the case of short-term rentals during the COVID-19 pandemic", <i>International Journal of Contemporary Hospitality Management</i> , Vol. 34 No. 1, pp. 159-183.	Thanks for the suggestion. The recommended articles were supplemented in the manuscript.

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<p>Chi, M., Wang, J., Luo, X.(R). and Li, H. (2021), "Why travelers switch to the sharing accommodation platforms? A push-pull-mooring framework", International Journal of Contemporary Hospitality Management, Vol. 33 No. 12, pp. 4286-4310.</p> <p>Godovykh, M., Back, R.M., Bufquin, D., Baker, C. and Park, J.-Y. (2022), "Peer-to-peer accommodation amid COVID-19: the effects of Airbnb cleanliness information on guests' trust and behavioral intentions", International Journal of Contemporary Hospitality Management. Online First.</p> <p>Qiu, H., Chen, D., Bi, J.-W., Lyu, J. and Li, Q. (2022), "The construction of the affinity-seeking strategies of Airbnb homestay hosts", International Journal of Contemporary Hospitality Management, Vol. 34 No. 3, pp. 861-884.</p> <p>So, K.K.F., Kim, H. and Min, S. (2022), "Creating customer value in the sharing economy: an investigation of Airbnb users and their tripographic characteristics", International Journal of Contemporary Hospitality Management, Vol. 34 No. 1, pp. 23-45.</p>	<p>The in-text citations and references list were doubled checked to ensure the consistency.</p> <p>The manuscript has been checked through the Turnitin software. The total similarity index is 13%. The highest is 4% which is from the leading author's dissertation. The detailed similarity report was uploaded as a supplementary file through the system.</p> <p>The manuscript has been proofread again and the current word count is 9934 (excluding the abstract).</p> <p>Thanks for the comment. We further proofread the</p>
<p>5. Cross check all references within text with your reference list and make sure that all references used in within text are listed in your reference list and remove any uncited reference from the reference list. You must also make sure that each reference in your reference list is accurate and complete in terms of authors' names, title, volume number, issue number, pages, publisher etc.</p>	
<p>6. Run your article through iThenticate, Crosscheck or any similar software to check the similarity between your study and previous studies. Try to minimize similarity percentage below 1% with any previous study. After you run your article's final version through iThenticate or other similar software, you should upload the similarity report to the system for our records.</p>	
<p>7. Keep your article below 10000 words including references, tables and figures.</p>	
<p>8. Make sure that the flow of your article is</p>	

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improved. We do not prefer short paragraphs with one-three sentences or long paragraphs longer than half page.	whole article to make sure the flow is improved.
9. Proofread your article one more time and also you may ask a technical writer/copy editor to proofread it for you. After the manuscript is accepted, we will not ask you to proofread it again. In short, after I send you an official acceptance e-mail, you will not be able to make any further changes in your manuscript.	We appreciate this comment. The author team had carefully proofread the article and sent this manuscript to a professional English copy editor for a further round of full reading.

REVIEWER B

Suggestions/comments from the Reviewer	Response from the Author(s)
1. I believe the authors have worked hard to improve the paper. However, my negative evaluation from the first round has not changed much. This is mainly due to the appropriateness of the study methodology to answer the research question and its justification.	The author team appreciate the time and efforts that the review put on reviewing this manuscript in different rounds, which helped us enhance the overall quality of this manuscript. The appropriateness of the selected methodology has been further revised to improve the clarity.
2. The literature review is overly narrative, it discusses many different concepts without linking them or providing a coherent story of what we can find in the paper. It is lengthy and in my view, unfocused. What is that you are exactly investigating? Coping behaviour? I believe this is the dependent variable in your study, but I am not sure as you never mention it.	Thanks for this comment. According to the comments of both reviewers, we have further strengthened the literature review. However, being limited to 10,000 words, the current manuscript cannot include coping behaviour as another perspective to investigate this phenomenon. But this was well acknowledged by the authors and opened a valid direction for the future research which we have supplemented in the future research section. “The research has the following limitations. Firstly, the study was conducted by interviewing LTGs on sharing economy platforms within China. The working flow or operation method of the sharing economy platform may vary depending on the culture, regulation, and policies within a region. Future research might address sharing economy platforms in other countries or cultures to compare and validate this study’s findings. Secondly, This study explores the resilience capabilities of LTGs in the face of crisis, based on self-efficacy theory and dynamic capabilities. Coping behavior of skilled-based sharing economy platforms could be considered as another valid direction to investigate this phenomenon for the future research. Thirdly,

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	<p>this study presents the perspective of how the sharing economy helped LTGs to cope with a crisis and survive the pandemic. It may be meaningful to investigate the strategies of the sharing economy from the tourist perspective in relation to crises. Finally, this study adopted a qualitative approach and utilized content analysis. Future research could attempt to further examine the relationship between self-efficacy and dynamic capabilities through quantitative research methods.” (Page 24, paragraph 1)</p>
<p>3. Also self-efficacy can affect dynamic capabilities, it is an antecedent and not a component. Furthermore, as the authors document, there are many studies on self-efficacy and dynamic capabilities. Hence, the theories and measurements for these concepts seem to be established. Hence, why is there a need for a qualitative study? The answer could be easily answered through a quantitative study. How dynamic capabilities and self-efficacy enhance coping behavior.</p> <p>If research does not explain the potential contribution of dynamic capabilities to self-efficacy it is because the direction of the relationships is different. Otherwise, to prove this point, you need to run quantitative research.</p>	<p>Thanks for reemphasising this point.</p> <p>This study aims to understand how LTGs responded to COVID-19 restrictions using self-efficacy and resources to improve resilience and performance; and to delineate the P2P platform-enabled dynamic capability building process in the tourism sharing economy. To this end, qualitative research is needed and appropriate to explore the interplay between self-efficacy and dynamic capability.</p> <p>Further, for the Local Tour Guide, self-efficacy is an internal drive to promote dynamic capability. Dynamic capability contributes to the accumulation of self-efficacy in the Local Tour Guide.</p> <p>we also highlighted the details about the connections between self-efficacy and dynamic capability.</p> <p>In the literature review part: “Previous research has highlighted that analyzing the micro-foundations of dynamic capabilities, such as self-efficacy, may contribute to understanding the lower level factors of dynamic capabilities, including the components or parts of dynamic capabilities at the enterprise, organization, and group level (Felin <i>et al.</i>, 2012). However, research does not explain the possible contribution of dynamic capabilities to self-efficacy. This may leave the potential reciprocal interplay between self-efficacy and dynamic capability under explored, and this is particularly true for sharing economy platforms. Further exploration of the role</p>

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<p>42</p> <p>43</p> <p>44</p> <p>45</p> <p>46</p> <p>47</p> <p>48</p> <p>49</p> <p>50</p> <p>51</p> <p>52</p> <p>53</p> <p>54</p> <p>55</p> <p>56</p> <p>57</p> <p>58</p> <p>59</p> <p>60</p>	<p>4. Also, the authors do not explain why dynamic capabilities would affect self-efficacy and why is it important for tourism (or P2P) research ?</p> <p>We appreciate this feedback. According to the findings, Local Tour Guides are able to provide a satisfactory and personalised tourism experience through the use of dynamic capabilities, so as to gain positive feedback from tourists and loyal customers, which are the sources of self-efficacy of the Local Tour Guide. Therefore, the dynamic capabilities of the Local Tour Guide could contribute to the self-efficacy. More details were presented in responding comment 3.</p> <p>Research have confirmed that self-efficacy has an impact on individual behavioural outcomes in the</p>

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	<p>sharing economy (Davlembayeva et al., 2021) and self-efficacy could facilitate dynamic capabilities (Kevill et al., 2017). There is also a mutually reinforcing and guiding connection between dynamic capabilities and the innovation of business models on sharing economy platforms (Lin et al., 2020). However, the connection and interplay between self-efficacy and dynamic capabilities in skill-based sharing economy platforms were largely overlooked and how LTGs' resilience was built through the above process was still unknown.</p>
<p>5. The questions asked in the interview do not reflect self-efficacy but other concepts like anxiety (4 and 5). Self-efficacy is a subjective perception of one's skills in doing something. Some studies on hosts have been omitted.</p>	<p>Thanks for this comment.</p> <p>Question 4 is to measure the source of the self-efficacy: verbal persuasion. According to the literature, verbal persuasion refers to positive or negative feedback from external or internal (self) sources (Zamanzadeh <i>et al.</i>, 2021). Positive feedback and encouragement may lead to a better understanding of one's strengths and create greater confidence in one's abilities (Zhang <i>et al.</i>, 2019). Therefore, the question was designed as "what kind of encouragement have you received from family members or peers?" to capture its meaning.</p> <p>Question 5 is to measure the source of self-efficacy: physiological and affective arousal. According to the literature, physiological and affective arousal refers to an individual's ability to manage physical and emotional stress while undertaking a task (Webb and LoFaro, 2020). It includes three main factors: stress, complexity of activity, and emotion (Mills, 2014). Therefore, the question was designed as "Have you ever been anxious, depressed or emotionally unstable during the pandemic? If so, in what way did you make the adjustment for yourself?" to capture its meaning.</p> <p>As self-efficacy is a very subjective and abstract concept, it is inappropriate for the respondents to directly answer what is self-efficacy. Instead, we have to use other questions to arouse their understanding around this concept, as suggested by literature in self-efficacy (Webb and LoFaro, 2020).</p>