

Effects of Crisis Communication Strategies on Public Perception of Nyandarua County Government, Kenya

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Abstract

The public perception of county governments is associated with inefficiency, mismanagement, and inadequate crisis communication. The study's purpose was to evaluate the effectiveness of crisis communication strategies by the Nyandarua County Government and its role in shaping public perception. It was anchored on situational crisis communication theory and chaos theory. This study adopted a convergent parallel mixed methods research design. A qualitative methodology with a descriptive approach was employed. The target population consisted of 63 key stakeholders from the Nyandarua County Government, including 2 communication directors, 10 representatives from the governor's office, 10 County Executive Committee members, and 41 Members of the County Assembly. In addition, the study engaged 10 local journalists, 1000 County residents, 60 civil society members, 120 community leaders, and 50 bloggers thus the total was 1303. A sample of 285 respondents was selected using convenience sampling, computed through Creswell's sample size determination formula. Data was collected by questionnaire and an interview schedule and SPSS aided analysis. The descriptive findings indicated that crisis communication strategies affect public perception. Additionally, the correlation analysis revealed that timely information dissemination, empathetic messaging, audience segmentation, and feedback integration all had statistically significant relationship with public perception. Regression analysis further revealed that crisis communication strategies accounted for 61.4% of the variation in public perception. The study concludes that crisis communication strategies play a pivotal role in determining public perception. It is recommended that the Nyandarua County Government implement structured updates, human-centered communication, and robust feedback mechanisms to improve public perception. The study contributes to theory by refining crisis communication models. It practically enhances communication strategies and guide policy through citizen-centered communication frameworks.

Keywords: Crisis Communication Strategies, Timely Information Dissemination, Empathetic Messaging, Audience Segmentation, Feedback Integration, Public Perception, Nyandarua County Government

1.0 Introduction

Crisis management has gained increasing importance as public institutions face greater scrutiny and accountability during periods of disruption (Mizrak, 2024). Government agencies operate in politically sensitive environments, where legal obligations, institutional oversight, and rising public expectations make timely and effective responses more complex. Every decision made during a crisis is subject to public interpretation and may have long-term implications for an institution's credibility, political stability, and social cohesion. As Criado et al. (2025) note, such decisions often carry symbolic weight and influence broader debates about legitimacy and

institutional effectiveness. While public sector structures are designed to provide continuity and stability, they can also hinder rapid action due to bureaucratic delays, overlapping mandates, and fragmented authority. Limited financial resources further complicate crisis responses, especially when governments must balance emergency demands with routine service delivery (Zayats et al., 2024). These constraints are compounded by increased public demand for transparency and fairness, which heightens pressure on agencies to communicate clearly and act responsibly. A failure to meet these expectations can quickly lead to public dissatisfaction and diminished trust.

Institutional adaptability has become a critical factor in effective crisis response. Agencies that embrace inclusive leadership and collaborative networks are often better equipped to manage complexity and uncertainty (Hyland-Wood et al., 2021). Conversely, institutions that remain rigid or overly procedural tend to struggle under pressure (Pyle et al., 2025). Strong crisis preparedness, therefore, depends not only on resources and structure but also on agile, transparent governance that aligns with public values and expectations. Central to this is the role of communication. Crisis communication is essential for managing public perception, guiding behavior, and maintaining legitimacy during challenging times. In public governance, communication becomes more than just a means of delivering updates—it is a tool of governance itself (Malecki et al., 2021).

Key crisis communication strategies include timely information dissemination, empathetic messaging, audience segmentation, and feedback integration. Timeliness is crucial during fast-developing situations, as delays often result in information gaps that fuel speculation or misinformation (Fearn-Banks & Kawamoto, 2024). Regular updates via trusted platforms enhance public understanding and maintain credibility (Fissi et al., 2022). Empathetic communication addresses the emotional toll of crises, helping to foster solidarity and sustain trust even when solutions are not immediate (Zhong et al., 2023; Raina, 2022). Audience segmentation allows communication to be tailored to diverse groups, improving clarity and ensuring messages are culturally and contextually appropriate (Gierszewska, 2025). Finally, integrating public feedback through surveys, social media, and other mechanisms helps institutions stay responsive to shifting public concerns and reinforces accountability (Calilao et al., 2024).

Public perception of government institutions is strongly influenced by how effectively they communicate, particularly during times of crisis. Citizens often assess legitimacy not just by

services delivered but by how well those services are communicated and how responsive government actors are to public concerns (Ayobolu, 2024). In Kenya, the devolution process has brought government closer to the people, leading to reported improvements in health, education, infrastructure, and public participation. Surveys show that counties like Makueni have demonstrated effective citizen engagement and service delivery. However, persistent challenges remain, including corruption, exclusion, and inconsistent communication. In Nyandarua County, despite advancements in ICT, agriculture, and revenue digitization, many residents feel excluded from critical decision-making processes. Communication has often been reactive, unclear, or defensive, particularly during service disruptions or emergencies (Kiongo & Moi, 2023). These shortcomings have contributed to negative public perception and reduced trust in county leadership.

While county governments in Kenya are making strides in service delivery, poor crisis communication remains a major barrier to strengthening public trust. In times of health crises, natural disasters, or economic shocks, the inability to provide timely, empathetic, and clear updates has worsened public dissatisfaction. Residents who lack access to vital information about government actions or ongoing projects may feel disconnected and uncertain, increasing the risk of speculation and mistrust. Though previous research has examined governance, transparency, and participation, there remains a gap in understanding how crisis communication directly influences public perception in Kenya's devolved units. This study therefore set out to assess the nexus between crisis communication strategies and public perception, focusing on Nyandarua County Government. Specifically, it examined four key strategies: timely information dissemination, empathetic messaging, audience segmentation, and feedback integration. The overarching research question was: How do crisis communication strategies affect public perception of Nyandarua County Government? Guided by this question, the study pursued the objective of determining the extent to which each strategy affects public perception.

2.0 Literature Review

Crisis Communication Strategies

Crisis communication remains a vital component of the functionality organizations, as the way information is shared during turbulent periods often determines the level of public trust and cooperation (Gong et al., 2021). Governments, organizations, and agencies are increasingly evaluated not only on their technical response to crises but also on how effectively they communicate with the public. The key crisis communication strategies comprise timely

dissemination of information, empathetic communication, audience segmentation, and integration of feedback.

Timely dissemination of information is widely regarded as one of the most critical elements of crisis communication. Fearn-Banks and Kawamoto (2024) emphasize that crises unfold at a fast pace, requiring organizations to issue accurate updates as soon as possible to reduce uncertainty and enable the public to make informed decisions. Delays or withholding of information create an environment in which misinformation and rumors can thrive, increasing public anxiety and mistrust. Adekugbe and Ibeh (2024) point out that while younger generations are likely to access updates through social media, older populations may rely more on radio and television. According to Situational Crisis Communication Theory (SCCT), timely updates build credibility and reduce reputational threats by demonstrating transparency. The theory also stresses that clear and immediate communication reassures stakeholders that the crisis is being competently managed.

Although accuracy is essential, crisis communication ought to attend to the emotional and psychological dimensions of public response. Erdoğan (2023) stresses that empathetic communication is central to crisis management because it conveys understanding and compassion toward those affected. Caffrey (2024) echoes this view, noting that empathy moves institutions beyond administrative responses and fosters solidarity with affected communities. Sharma et al. (2023) warn that when organizations deliver information in a detached or bureaucratic manner, they risk alienating their audiences, even if the information is factually correct. On the other hand, empathetic communication has been shown to strengthen cooperation, patience, and public confidence (Caffrey, 2024). For instance, Musyoka and Ouma (2023) found that empathetic leadership among SMEs in Nairobi during the COVID-19 crisis positively influenced organizational performance and reputation. Chaos Theory emphasizes that crises are unpredictable and emotionally charged, making empathy essential for stability. By addressing fear and anxiety, empathetic communication helps reduce uncertainty and foster trust in turbulent conditions.

Audience segmentation ensures that crisis communication strategies resonate with diverse population groups. Factors such as language, culture, and geographic location also matter. Sharma et al. (2023) emphasize that without consideration of these factors, certain groups risk being excluded from vital communication efforts. Similarly, Mbithi et al. (2019) revealed that inclusivity and transparency in county governance improved participation, while exclusion led

to public mistrust. SCCT supports segmentation by arguing that communication strategies must align with specific stakeholder expectations to safeguard reputation. It also suggests that tailoring responses to diverse audiences strengthens perceived organizational responsibility and credibility.

Integrating feedback ensures that crisis communication remains dynamic and responsive to changing circumstances. Cheng et al. (2024) and Akbar et al. (2025) argue that feedback tools such as surveys, social media monitoring, and consultations help institutions track public perception, identify gaps in understanding, and adjust communication strategies accordingly. In Kenya, Rutere and Simiyu (2024) observed that inadequate feedback mechanisms contributed to low public awareness of legislative processes in Embu County. Aswani (2021) similarly criticized the government's communication on COVID-19 vaccination as reactive and occasionally contradictory, partly due to weak incorporation of public input. Chaos Theory highlights feedback as critical for adaptability in complex and fast-changing crises. By integrating public responses, institutions can recalibrate their strategies in real time, ensuring communication remains relevant and effective.

3.0 Methodology

The study adopted a convergent parallel mixed methods design, involving simultaneous data collection through multiple methods, independent analysis, and integration of results for comprehensive conclusions (Nayar & Stanley, 2024). This design suited the exploration of crisis communication strategies and their impact on public perception. The target population was 1,303 respondents directly linked to the county's communication processes. These included 2 communication directors, 10 representatives from the governor's office, 10 County Executive Committee members (CECs), 41 Members of the County Assembly, 10 journalists, 1,000 residents, 60 civil society members, 120 community leaders, and 50 bloggers. A sample of 285 respondents was obtained from the population. This study employed questionnaires and interview schedules in data collection. Data was analyzed using descriptive statistics (frequencies, percentages, means, and standard deviations) and inferential techniques (correlation and regression) aided by SPSS version 25. Moreover, the information gathered through the interview schedule was analyzed systematically, examining spoken responses to identify patterns, themes, and meanings. The aim was to extract key insights, understand recurring ideas, and interpret the underlying messages from the data. The study upheld ethical considerations by obtaining official approval from St. Paul's University and NACOSTI, ensuring compliance with research regulations. Participants were informed of the study's

purpose, assured of confidentiality, and participation remained voluntary. Data collected was securely stored and used strictly for academic purposes.

4.0 Results

Timely Information Dissemination

The study aimed to assess how timely information dissemination affects the public perception within Nyandarua County Government. Table 1 presents the results.

Table 1

Effect of Timely Information Dissemination on Public Perception of Nyandarua County Government								
	N	SA	A	N	D	SD	Mean	Std. Dev
	Percentage (%)							
Regular and predictable intervals of updates enhance the effectiveness of communication during crises.	65	61.5	32.3	4.6	1.5	0	4.48	0.850
Use of multiple channels increases the reach of crisis-related information	65	66.2	29.2	1.5	3.1	0	4.58	0.682
Easy access to information strengthens public awareness during crisis.	65	72.3	24.6	1.5	1.5	0	4.65	0.717
Timely delivery of messages supports improve relationship with the public.	65	55.4	38.5	4.6	1.5	0	4.48	0.664
Delays in information sharing reduce the overall impact of crisis communication efforts.	65	49.2	40	4.6	6.2	0	4.32	0.31

According to the descriptive research findings, it was established that 61.5% of respondents strongly agreed and 32.3% agreed, giving a total of 93.8% agreement (Mean = 4.48; Std. Dev. = 0.850) that regular and predictable intervals of updates enhance the effectiveness of communication during crises. Analysis revealed that 66.2% of the respondents strongly agreed and 29.2% agreed, amounting to 95.4% overall agreement (Mean = 4.58; Std. Dev. = 0.682) that use of multiple channels increases the reach of crisis-related information. Findings further indicate that 72.3% of respondents strongly agreed and 24.6% agreed, hence 96.9% overall agreement (Mean = 4.65; Std. Dev. = 0.717) that easy access to information strengthens public awareness during crisis. It was also established that 55.4% of respondents strongly agreed and 38.5% agreed, totaling 93.9% agreement (Mean = 4.48; Std. Dev. = 0.664) that timely delivery of messages supports improved relationship with the public. The findings confirm that 49.2% of the respondents strongly agreed and 40% agreed, giving 89.2% in total agreement (Mean =

4.32; Std. Dev. = 0.310) that delays in information sharing reduce the overall impact of crisis communication efforts.

Empathetic Messaging

The study sought to determine the empathetic messaging's effect on public perception of Nyandarua County Government. Table 2 presents the results.

Table 2
Effect of Empathetic Messaging on Public Perception of Nyandarua County Government

	N	SA	A	N	D	SD	Mean	Std. Dev
	Percentage (%)							
Human-centered language improves public connection with crisis communication	65	46.2	40	9.2	4.6	0	4.28	0.820
A calm and reassuring tone in messages helps reduce panic during crises	65	55.4	35.4	9.2	0	0	4.46	0.663
Including supportive guidance in communication increases its usefulness to the public	65	49.2	46.2	3.1	1.5	0	4.43	0.637
Messaging that reflects understanding of public concerns fosters trust	65	50.8	40	9.2	0	0	4.42	0.659
Recognition of emotional impact strengthens the credibility of crisis communication	65	48.4	43.8	4.7	1.6	1.6	4.36	0.784

The findings indicate that 46.2% of the respondents strongly agreed and 40% also agreed hence 86.2% in total agreed (Mean=4.28; Std. Dev.=0.820) that human-centered language improves public connection with crisis communication. Similarly, 55.4% of the respondents strongly agreed and 35.4% also concurred thus 90.8% in total agreed (Mean=4.46; Std. Dev.=0.663) that calm and reassuring tone in messages helps reduce panic during crises. Additionally, a total of 92.4% of the respondents agreed (Mean=4.43; Std. Dev.=0.637) that including supportive guidance in communication increases its usefulness to the public. 50.8% of the respondents strongly agreed and 40% agreed hence 90.8% in total agreed (Mean=4.42; Std.Dev.=0.659) that messaging that reflects understanding of public concerns fosters trust. Moreover, 48.4% of the respondents strongly agreed and 43.8% also agreed (Mean=4.36; Std. Dev.=0.784) that recognition of emotional impact strengthens the credibility of crisis communication.

Audience Segmentation

The study sought to assess the effect of audience segmentation on public perception within Nyandarua County Government. Table 3 presents the results.

Table 3

Effect of Audience Segmentation on Public Perception of Nyandarua County Government

	N	SA	A	N	D	SD	Mean	Std. Dev
	Percentage (%)							
Tailoring messages to different demographic groups improves communication effectiveness.	65	57.8	39.1	3.1	0	0	4.55	0.561
Considering audience values and attitudes makes crisis communication more relevant.	65	50	37.5	7.8	4.7	0	4.33	0.818
Customized messages for institutions support more coordinated responses.	65	53.3	32.3	13.8	1.5	0	4.35	0.779
Adjusting language and format according to audience needs enhances message clarity.	65	56.3	37.5	6.3	0	0	4.50	0.617
Identifying and targeting specific audience segments improves message reception.	65	47.7	47.7	4.6		0	4.43	0.585

Evidently, the findings indicate that a significant majority of respondents expressed agreement that tailoring messages to different demographic groups improves communication effectiveness, with 57.8% strongly agreeing and 39.1% agreeing, translating to 96.9% overall agreement (Mean = 4.55; Std. Dev. = 0.561). On whether considering audience values and attitudes makes crisis communication more relevant, 50% strongly agreed and 37.5% agreed, leading to a combined 87.5% level of agreement (Mean = 4.33; Std. Dev. = 0.818). The assertion that customized messages for institutions support more coordinated responses was supported by 53.3% who strongly agreed and 32.3% who agreed, yielding 85.6% total agreement (Mean = 4.35; Std. Dev. = 0.779). In terms of adjusting language and format according to audience needs to enhance clarity, 56.3% strongly agreed while 37.5% agreed, accounting for 93.8% consensus among respondents (Mean = 4.50; Std. Dev. = 0.617). The statement that identifying and targeting specific audience segments improves message reception drew support from 47.7% who strongly agreed and 47.7% who agreed, producing a near-universal 95.4% agreement (Mean = 4.43; Std. Dev. = 0.585). Such targeted engagement enhances public perception by ensuring inclusivity and relevance across groups.

Feedback Integration

The research aimed to determine the feedback integration's effect on public perception of Nyandarua County Government. Table 4 presents the results.

Table 4

Effect of Feedback Integration on Public Perception of Nyandarua County Government

	N	SA	A	N	D	SD	Mean	Std. Dev
	Percentage (%)							
Timely responses to public input improve credibility of communication efforts	65	64.1	34.4	1.6	0	0	4.63	0.519
Using feedback to adjust messages increases the relevance of communication	65	54.7	39.1	1.6	4.7	0	4.44	0.753
Clear feedback collection mechanisms promote active public engagement	65	63.5	33.5	3.2	0	0	4.60	0.555
Incorporating public suggestions enhances trust in crisis response	65	50.8	42.9	6.3	0	0	4.44	0.616
Consistent updates that reflect public feedback reinforce transparency	65	50.8	4.4	4.8	0	0	4.46	0.591

The findings reveal that 64.1% of respondents strongly agreed and 34.4% agreed, giving a combined 98.5% agreement (Mean = 4.63; Std. Dev. = 0.519) that timely responses to public input improve credibility of communication efforts. Results indicate that 54.7% of the respondents strongly agreed and 39.1% agreed, totaling 93.8% agreement (Mean = 4.44; Std. Dev. = 0.753) that using feedback to adjust messages increases the relevance of communication. The analysis shows that 63.5% of respondents strongly agreed and 33.5% agreed, amounting to 97% overall agreement (Mean = 4.60; Std. Dev. = 0.555) that clear feedback collection mechanisms promote active public engagement. It was established that 50.8% of respondents strongly agreed and 42.9% agreed, resulting in 93.7% agreement (Mean = 4.44; Std. Dev. = 0.616) that incorporating public suggestions enhances trust in crisis response. The results further demonstrate that 50.8% of respondents strongly agreed and 44.4% agreed, giving a total of 95.2% agreement (Mean = 4.46; Std. Dev. = 0.591) that consistent updates that reflect public feedback reinforce transparency. Continuous updates which incorporate public input foster openness and strengthen trust during communication processes and affect the public perception of Nyandarua County Government.

Correlation Analysis

A correlation analysis was carried out to determine the relationship between each crisis communication strategies. Table 5 presents the results.

Table 5
Correlation Analysis

		Public Perception
Timely Information Dissemination	Pearson Correlation	.261*
	Sig. (2-tailed)	.037
	N	64
Empathetic Messaging	Pearson Correlation	.680**
	Sig. (2-tailed)	.000
	N	64
Audience Segmentation	Pearson Correlation	.600**
	Sig. (2-tailed)	.000
	N	64
Feedback Integration	Pearson Correlation	.708**
	Sig. (2-tailed)	.000
	N	64

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation results showed that all four crisis communication strategies had a significant effect on public perception, with feedback integration ($r = 0.708^{**}$) emerging as the strongest. Empathetic messaging ($r = 0.680^{**}$) and audience segmentation ($r = 0.600^{**}$) had strong effects, while timely dissemination ($r = 0.261^*$) had a weaker but significant effect.

Regression Analysis

Regression analysis was carried out to predict public perception from crisis communication strategies. Tables 6 and 7 presents the results.

Table 6

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	.614	.588	.29307

a. Predictors: (Constant), Feedback Integration, Timely Information Dissemination, Empathetic Messaging, Audience Segmentation

The model summary showed a strong correlation ($R = 0.784$) and explained 61.4% of the variation in public perception ($R^2 = 0.614$).

Table 7

Regression Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
(Constant)	1.010	.456	2.216	.031	
Timely Information Dissemination	-.157	.091	-.162	-1.725	.090
Empathetic Messaging	.380	.108	.447	3.517	.001
Audience Segmentation	.008	.117	.009	.072	.943
Feedback Integration	.541	.126	.490	4.299	.000

a. Dependent Variable: Public Perception

The regression analysis showed that timely information dissemination ($\beta = -0.157$, $p = 0.090$) had no significant effect on public perception, while empathetic messaging ($\beta = 0.380$, $p = 0.001$) significantly enhanced it. Audience segmentation ($\beta = 0.008$, $p = 0.943$) also showed no meaningful effect. Feedback integration emerged as the strongest predictor ($\beta = 0.541$, $p = 0.000$), indicating that incorporating public input had the greatest positive effect on perceptions of the County Government.

Analysis of Interview Responses

The interviews revealed significant gaps in Nyandarua County's crisis communication. While updates were shared through channels such as radio, social media, and bulletins, many participants felt the process was inconsistent and prone to misinformation, though accessibility in both local and national languages was noted. Messaging showed some care and calmness but was often criticized as impersonal, unclear, or lacking empathy, with tones ranging from supportive to abrasive. Audience segmentation was largely absent, as messages were rarely tailored to specific groups or institutions, leaving diverse needs unmet. Feedback mechanisms were weak, with no effective platforms for citizen input and delayed or absent responses to concerns, limiting adaptability. Consequently, public perception of the county's crisis communication was generally negative, with widespread mistrust, limited transparency, and dissatisfaction over unresponsiveness to citizen needs.

Discussions of Key Findings

The study findings revealed that timely dissemination plays an important role in shaping perception, as respondents valued prompt, consistent, and accessible information. There was a weak but statistically significant relationship, highlighting that while timeliness fosters confidence and reduces uncertainty, delays and inconsistencies often created information gaps filled by misinformation, especially on social media. Theoretically, this aligns with Situational Crisis Communication Theory (SCCT), which stresses that tailored and timely communication is essential in protecting institutional reputation and sustaining stakeholder confidence. The

findings align with Malecki et al. (2021), who stressed that immediacy, uncertainty, and trust are central to effective crisis communication. Both studies showed that timely updates strongly shape public perception by influencing trust and responses.

Empathetic messaging proved to be a strong driver of public perception, as respondents valued compassion, reassurance, and practical guidance. Such communication-built credibility, humanized leaders, and encouraged compliance. Yet interviews revealed inconsistencies, with overly formal tones weakening trust. Chaos Theory explains how small shifts in tone can trigger significant differences in public response during crises. Consistency stabilizes perception, while inconsistency amplifies distrust and unpredictability. Sun and Zhang (2023) similarly stress that timing and emotional framing shape public opinion, especially on fast-moving platforms. In uncertain contexts, emotionally intelligent communication reduces fear and restores order.

Audience segmentation was recognized as important for clarity, inclusiveness, and relevance in crisis communication. Respondents felt more engaged when messages reflected their demographic or cultural contexts. However, regression results showed no significant effect, and interviews revealed poor practical application in Nyandarua, where messages remained generic. The findings reveal a gap between theory and practice due to weak planning and profiling systems. Similarly, Wang and Kuo (2017) showed that responsive mechanisms enhance adaptability and public trust. Their work aligns with Chaos Theory, stressing interdependence and the need for dynamic adjustments.

Feedback integration was identified as the most influential communication strategy in shaping public perception. Public perception improves when governments listen, respond, and adapt to citizen input. Mechanisms like hotlines, suggestion boxes, and town halls foster transparency and collaboration. This inclusion strengthens trust, legitimacy, and compliance during crises. Feedback also allows for real-time correction of misinformation, improving message accuracy. However, Nyandarua lacked functional systems for gathering and acting on feedback. Many concerns went unanswered, weakening trust and message credibility. These findings align with Wang and Kuo (2017), who showed that feedback enhances adaptability and public engagement. Without effective feedback loops, as Chaos Theory suggests, uncoordinated communication disrupts outcomes and undermines perception.

5.0 Conclusion

The study concludes that crisis communication strategies—timely information dissemination, empathetic messaging, and audience segmentation—are vital in shaping public perception of Nyandarua County Government. Timely updates delivered consistently across multiple channels reduce uncertainty, build confidence, and signal organizational competence, while minimizing misinformation and reinforcing transparency. Empathetic messaging further strengthens perception by humanizing communication, using compassionate tones, and demonstrating concern for public well-being, which fosters trust, compliance, and legitimacy. Audience segmentation also enhances communication effectiveness by tailoring messages to demographic, psychographic, and institutional groups, ensuring clarity, inclusivity, and stronger identification with the content. Collectively, these strategies emphasize the importance of responsiveness, credibility, and relevance in managing public trust during crises.

In addition, feedback integration emerged as a critical determinant of public perception by transforming communication into a two-way process. Mechanisms that capture and respond to community input enhance transparency, accountability, and engagement, as audiences feel their voices are valued and acted upon. Timely responses to concerns increase credibility and strengthen confidence, while incorporating public perspectives, improve message quality and relevance. By fostering collaboration and openness, feedback integration builds legitimacy and reinforces positive public perception. Ultimately, the findings affirm that effective crisis communication is not only about disseminating information but also about empathy, inclusivity, and dialogue, which together sustain trust and credibility in times of uncertainty.

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