

**INFLUENCE OF CRISIS MITIGATION STRATEGIES ON PERFORMANCE OF TANA
RIVER COUNTY IN KENYA**

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DECLARATION AND APPROVAL

Declaration by the student

This thesis is my original work and has not been presented for a degree in any other University or for any other award.


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I confirm that the work reported in this thesis was carried out by the student under my supervision.

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DEDICATION

I dedicate this thesis to my wife Khadra Mohamed Adan, who has played a vital role in shaping the person I am today. Her unwavering love, support, and encouragement have been the driving force behind my aspirations and achievements. Her constant presence and belief in my abilities have instilled in me a sense of purpose and determination. I am truly grateful for her unwavering support and guidance throughout my journey, and I dedicate this thesis to her as a symbol of my deep appreciation and love.



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ABSTRACT

Kenyan counties have faced significant challenges due to inadequate crisis mitigation strategies, particularly in managing natural disasters and health crises. The absence of effective early warning

systems and preparedness plans in some counties has resulted in delayed responses to drought conditions, worsening food insecurity and water scarcity issues. Similarly, the COVID-19 pandemic highlighted deficiencies in health crisis mitigation strategies across Kenyan counties. A KNBS Report disclosed that over 50% of county governments in Kenya struggled in the first half of 2020 due to the considerable crisis triggered by the emergence of COVID-19. Consequently, this study investigated the effect of crisis mitigation strategies on the performance of Tana River County in Kenya. The study aimed to determine the influence of confrontation mitigation strategies, containment strategies, cooperation, and preventive strategies on the performance of the Tana River County Government. The study was underpinned by four theories: conflict resolution theory, social capital theory, situational crisis communication theory and contingency theory. A descriptive survey design was employed, targeting 136 respondents. The research integrated both quantitative and qualitative data collection methods. Qualitative data was gathered through interview and was presented in prose. Quantitative data, obtained through closed-ended questions, was organized, coded, and analyzed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics summarized the data, while inferential statistics explored relationships of the variables. The study found that confrontation mitigation strategies are positively and significantly related to the performance of Tana River County government ($\beta=0.128$, $p=0.018$). Cooperation mitigation strategies also demonstrate a positive and significant relationship with performance ($\beta=0.334$, $p=0.000$). Similarly, containment mitigation strategies display a positive and significant relationship with performance ($\beta=0.196$, $p=0.002$). Finally, preventive mitigation strategies exhibit a positive and significant relationship with performance ($\beta=0.286$, $p=0.000$). The study concludes that all four mitigation strategies examined (confrontation, cooperation, containment, and preventive) had positive and significant relationships with performance of Tana River County government. The study recommends that the county government should strengthen its confrontation strategies by establishing rapid response teams, ensuring resource availability, and designing effective communication channels to address crises proactively. Additionally, the study recommends prioritizing cooperation strategies through stakeholder consultation, pre-planned crisis management frameworks, media cooperation, and joint social media updates to leverage collective expertise. Robust containment strategies, such as limiting crisis scope, providing alternative workplaces, enforcing social distancing, and managing expectations, are recommended to prevent escalation and minimize negative consequences. Furthermore, comprehensive preventive strategies, including clear policies, early detection systems, focused crisis plans, and enhanced risk management skills, are recommended to enhance crisis preparedness, reduce likelihood of crises, minimize disruptions, and improve overall stability and performance.

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ABBREVIATIONS AND ACRONYMS

CIDP	County Integrated Development Plan
GDP	Gross Domestic Product
KNBS	Kenya national bureau of statistics
MTEF	Medium Term Expenditure Framework
RBV	Resource-based view
SCCT	Situational Crisis Communication Theory
SCT	Social Capital Theory
SPSS	Statistical Package for the Social Sciences
USA	United States of America



CHAPTER ONE

INTRODUCTION 1.1 Background of the study

The performance of governments is a multifaceted concept that encompasses the efficiency, effectiveness, and responsiveness with which governmental bodies implement policies, deliver services, and meet the needs and expectations of their citizens. When government institutions provide better services, they directly impact the well-being and satisfaction of citizens, contributing to a higher quality of life (Tumwebaze, 2019). These services must be equitable, accessible, and of high quality to ensure that all segments of the population benefit, which in turn fosters public trust and confidence in governmental institutions (Agbo, 2020). Furthermore, the development of infrastructure is a key indicator of a government's performance, reflecting its ability to support economic growth and improve the resilience of communities to social and environmental challenges (Guyo and Nyariki, 2023). Efficient infrastructure development, encompassing transportation, utilities, and public facilities, is essential for sustainable development and the wellbeing of the citizenry (Mousa, Zhang, and Sumarliah, 2023).

Performance of government institutions is crucial in determining their effectiveness in serving the public and fulfilling their responsibilities. Timely service delivery is another critical aspect of government performance, emphasizing the responsiveness and reliability of government institutions (Mwangi, 2022). The ability of these institutions to deliver services promptly affects public perception and trust, making it a fundamental component of effective governance (Muatwa and Shale, 2023). Delays and bureaucratic red tape can significantly hinder access to necessary services, undermining public confidence and satisfaction with governmental institutions (Moochi and Mutswenje, 2022). In sum, the performance of government institutions is intricately linked to their ability to provide high-quality services, develop and maintain essential infrastructure, and

ensure the timely delivery of services to the public (Orji and Okolie, 2021). These elements are crucial for meeting the needs and expectations of citizens, fostering trust in public institutions, and supporting overall societal progress (Wikarsa, Pandelaki, and Kurnia, 2022).

Globally, in the United States, Payton (2021) underscored the effectiveness of crisis communication and management in protecting organizational reputation and profitability. In the Philippines, Dagohoy (2022) demonstrated a strong positive link between the perceived effectiveness of government preventative actions and the acceptance of COVID-19 vaccinations in Panabo City. In Indonesia, Wikarsa et al. (2022) reported high public approval of COVID-19 preventive measures in Manado city. In Jordan, Jaaffar et al. (2023) identified the critical role of transformational leadership and crisis management in sustaining hotel performance during crises.

In Nigeria, Agbo (2020) demonstrated a positive correlation between conflict management and organizational effectiveness at the Broadcasting Corporation of Abia State. In Rwanda, Ntivuguruzwa et al. (2020) discovered that effective financial risk management significantly enhanced the companies' ability to fulfill financial obligations and profitability. In Uganda, Tumwebaze (2019) revealed that negotiation, third-party intervention, and compromise significantly influence employee performance at the Kampala Capital City Authority. In Nigeria, Omene (2021) found that adept conflict management strategies enhance decision-making and productivity within organizations. Ntare, Shau, and Ojwang (2022) conducted a study in Dar es Salaam, Tanzania and revealed that components such as internal environments, monitoring, event identification, risk response, and risk assessment significantly affects performance.

In Kenya, Mwangi (2022) found a significant and positive relationship between crisis mitigation techniques and the performance of SMEs in Nairobi's manufacturing sector. Muatwa and Shale

(2023) reported that procurement optimization significantly influences the performance of Metropolitan Counties. Guyo and Nyariki (2023) identified policy conflicts and power struggles between national and county governments impacting public administration performance in Tana River Sub-County. Moochi and Mutswenje (2022) found that COVID-19 containment measures significantly impacted the operations of SMEs in Nairobi's CBD. Gikuhi (2020) highlighted the importance of crisis management practices for the continuity of star-rated hotels.

The performance can be influenced by crisis mitigation strategies (Ahmad, Bashir & Waqas, 2022; Coccia, 2022; Tambunan, 2019; Orji & Okolie, 2021; Tumwebaze, 2019; Omene, 2021; Muatwa & Shale, 2023; Jaaffar, Alzoubi, Alkharabsheh, & Rajadurai, 2023). Crisis mitigation strategies play a crucial role in managing and minimizing the impact of unexpected events across various sectors (Bian, Zhang & Mao, 2021). The effectiveness of crisis mitigation strategies can significantly impact performance in various fields, including business, healthcare, and public services. The goal is to reduce the potential damage and ensure a swift recovery. For example, in the business world, having a solid crisis management plan can help a company quickly adapt to disruptions, maintain operational continuity, and protect its reputation, ultimately supporting its long-term success. The mitigation strategies can reduce the impact of natural disasters, saving lives and preserving infrastructure (Hameed, Salamzadeh, Rahim & Salamzadeh, 2022).

In public health, preparedness plans are vital for responding to pandemics, ensuring that healthcare systems can cope with increased demand and prevent widespread illness (Alkharabsheh, & Rajadurai, 2023). Thus, the implementation of effective crisis mitigation strategies is key to enhancing resilience, ensuring stability, and safeguarding well-being in the face of challenges. The crisis mitigation strategies can include confrontation mitigation strategies, cooperation mitigation strategies, containment mitigation strategies, and preventive mitigation strategies (Tumwebaze,

2019; Omene, 2021; Muatwa & Shale, 2023; Jaaffar, Alzoubi, Alkharabsheh, & Rajadurai, 2023; John-Eke & Eke, 2020; Ahmad, Bashir & Waqas, 2022; Ahmad, Bashir & Waqas, 2022; Coccia, 2022; Tambunan, 2019; Orji & Okolie, 2021).

Confrontation mitigation strategies involve a proactive and direct approach to addressing a crisis as soon as it emerges. This method focuses on rapidly responding to the situation by identifying and mobilizing the necessary resources to tackle the problem head-on. A dedicated crisis team is often formed, comprising individuals with the skills and authority to make critical decisions (Ntivuguruzwa et al., 2020). Establishing clear communication channels is also a key component, ensuring that information flows efficiently between the crisis team, stakeholders, and the public. This strategy aims to confront the crisis directly, minimizing its impact through swift action and clear, decisive leadership (Tumwebaze, 2019; Omene, 2021).

Cooperation mitigation strategies, on the other hand, emphasize collaboration and engagement with various stakeholders, including partners, affected communities, and media agencies (Mousa, Zhang & Sumarliah, 2023). This approach involves consulting with these groups to gain insights and support, which can be crucial in managing the crisis more effectively (Muatwa & Shale, 2023). Pre-planned crisis management protocols that include cooperation elements ensure that when a crisis hits, there's a roadmap for collaborative action. Working with media agencies and providing joint social media updates can help manage the narrative and ensure that accurate, consistent information is disseminated, helping to maintain public trust and calm (Mwangi, 2022).

Containment strategies are focused on limiting the spread and escalation of a crisis. This can involve measures such as providing an alternative workplace to prevent operational disruptions, implementing social distancing to control the spread of health-related crises, and managing stakeholder expectations to maintain confidence and trust (Jaaffar, Alzoubi, Alkharabsheh, &

Rajadurai, 2023; Orji & Okolie, 2021). The goal of containment strategies is to keep the crisis from growing, thereby making it more manageable and lessening its overall impact. By containing the crisis, organizations can focus their efforts more effectively on resolving the core issues without the added challenge of an expanding scope (Moochi & Mutswenje, 2022).

Preventive mitigation strategies are all about taking steps to avoid crises before they occur or to lessen their impact (Ntare, Shau & Ojwang, 2022). This involves establishing clear prevention policies, actively detecting early signs of a potential crisis, and having a focused crisis management plan that can be quickly activated if needed (Wikarsa, Pandelaki & Kurnia, 2022). Equipping individuals and teams with risk management skills is also crucial, as this enables them to identify and address potential threats proactively (Payton, 2021). By investing in prevention, organizations can often sidestep crises altogether or significantly reduce their severity, saving resources and protecting their reputation in the long run.

Kenyan counties have faced significant challenges due to poor crisis mitigation strategies, particularly in managing natural disasters and health crises. According to Mwenda (2020), the lack of effective early warning systems and preparedness plans in some counties has led to delayed responses to drought conditions, exacerbating food insecurity and water scarcity issues. This situation is further compounded by inadequate resource allocation, which hinders timely interventions and relief efforts (Muricho, Otieno, Oluoch & Jirström, 2019).

Similarly, the COVID-19 pandemic exposed gaps in the health crisis mitigation strategies across Kenyan counties. A KNBS Report (2021) revealed that over 50% of county governments in Kenya failed in the first half of 2020 due to the significant crisis caused by the emergence of the COVID-19 pandemic. Otieno, Nyanjom, and Kaseje (2021) pointed out that many counties were ill-prepared for the pandemic, with insufficient healthcare infrastructure, limited testing capacities, and

inadequate isolation facilities. The lack of preparedness strained the already fragile healthcare systems, leading to challenges in managing the spread of the virus and providing adequate care for the infected (Mwalili, Kimathi, Ojiambo & Gathungu, 2020). Thus, the current study will examine the influence of crisis mitigation strategies on the performance of Tana River County in Kenya.

Tana River County in Kenya is an exemplary case for studying the influence of crisis mitigation strategies on performance due to its unique geographical and socio-economic characteristics. This county, located in the coastal region of Kenya, is prone to a variety of natural disasters, including floods, droughts, and conflicts over resources, making it particularly vulnerable to crises. According to the Kenya Red Cross Society (2018), Tana River County was significantly impacted by flooding, with the region experiencing one of the highest incidences of flood-related displacements in the country. The 2018 report indicated that over 100,000 individuals in Tana River County were affected by these floods, contributing significantly to the nationwide total of 244,407 displaced persons (Kenya Red Cross Society, 2018).

Additionally, the county's socio-economic indicators, such as high poverty rates and low literacy levels, exacerbate the vulnerability of its communities to crises (Kenya National Bureau of Statistics, 2019). These factors make Tana River County a critical area for examining how effective crisis mitigation strategies can improve performance and resilience. Studying this county offers valuable insights into the challenges and opportunities in implementing crisis mitigation strategies in regions with similar vulnerabilities, providing lessons that can be applied both within Kenya and in other similar contexts globally.

Thus, conducting the study in this context is ideal for informing policy formulations and crafting targeted interventions that address the unique challenges faced by Tana River County. Given its significant exposure to natural disasters, particularly flooding, which has affected a substantial

portion of its population, there's a pressing need for data-driven approaches to enhance crisis mitigation. The insights derived from this study can pinpoint critical vulnerabilities and the effectiveness of current strategies, offering a solid foundation for developing more resilient infrastructures and community preparedness programs. Tailoring policies and interventions to the specific needs and conditions of Tana River County not only promises to improve local crisis management capabilities but also sets a precedent for adaptive and proactive disaster management practices that can be replicated in similar settings, ultimately contributing to more sustainable and resilient communities.

1.2 Statement of the Problem

Kenyan counties have encountered significant challenges due to poor crisis mitigation strategies, particularly in managing natural disasters and health crises. Mwenda (2020) indicates that the lack of effective early warning systems and preparedness plans in some counties has led to delayed responses to drought conditions, exacerbating food insecurity and water scarcity issues. Similarly, the COVID-19 pandemic exposed gaps in health crisis mitigation strategies across Kenyan counties. A KNBS Report (2021) revealed that over 50% of county governments in Kenya failed in the first half of 2020 due to the significant crisis caused by the emergence of the COVID-19 pandemic. Otieno, Nyanjom, and Kaseje (2021) pointed out that many counties were ill-prepared for the pandemic, with insufficient healthcare infrastructure, limited testing capacities, and inadequate isolation facilities. Thus, the current study will examine the influence of crisis mitigation strategies on the performance of Tana River County in Kenya.

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In addition, the conducting of the current study was due to several identifiable gaps in existing literature. On conceptual gap, previous studies lack an integrated framework that comprehensively examines how various crisis mitigation strategies collectively influence organizational performance. Existing research has focused on isolated aspects of crisis management- Ntivuguruzwa et al. (2020) examined only financial risk management, Payton (2021) concentrated on crisis communication, while Mwangi (2022) and Moochi and Mutswenje (2022) investigated specific aspects of crisis management without considering the interrelationships between different strategies. Even when multiple strategies were considered, as in Gikuhi (2020), they weren't conceptualized within an integrated framework specific to public sector performance. There is a need for a comprehensive conceptual framework that explains how confrontation, cooperation, containment, and preventive strategies work together to influence county government performance.

Besides, methodological gap exists in the approaches employed by previous researchers in examining crisis mitigation strategies. Existing studies have predominantly relied on singular research approaches - either purely qualitative or quantitative methods. For instance, Omene (2021) utilized only an explanatory approach, Guyo and Nyariki (2023) employed purely descriptive

methods, while Mwangi (2022) focused solely on quantitative analysis. Similarly, Moochi and Mutswenje (2022) and Jaaffar et al. (2023) restricted their studies to specific analytical techniques without integrating multiple methodological approaches. There is a clear need for a comprehensive mixed-methods approach that combines both quantitative and qualitative techniques to provide both statistical evidence and rich contextual insights into how crisis mitigation strategies influence county government performance.

Moreover, contextual gap exists as no research has examined crisis mitigation strategies specifically within Tana River County Government. While various studies have explored crisis management in different contexts, such as Omene (2021) in private sector organizations, Ntivuguruzwa et al. (2020) in Rwandan insurance companies, and Tumwebaze (2019) in Kampala Capital City Authority, none have addressed the unique context of Tana River County. Even studies within Kenya have focused on different contexts - Mwangi (2022) examined manufacturing SMEs in Nairobi, Moochi and Mutswenje (2022) studied SMEs in Nairobi's CBD, and while Guyo and Nyariki (2023) conducted research in Tana River Sub-County, they only focused on governance conflicts between national and county governments. The distinct geographical, demographic, and administrative characteristics of Tana River County Government create a unique context that warrants specific investigation. Therefore, conducting this study was justified as it addressed these three critical gaps by developing an integrated conceptual framework, employing a comprehensive mixed-methods approach, and examining the specific context of Tana River County Government. The conducting the current study was considered worthy for policy formulation in the case of Tana River County.

1.3 Purpose of the study

The purpose of this study was to assess the influence of crisis mitigation strategies on performance of Tana River County Government, Kenya.

1.4 Specific Objectives

The specific objectives of the study are.

- i. To examine the influence of confrontation mitigation strategies on performance of Tana River County government
- ii. To determine the influence cooperation mitigation strategies on performance of Tana River County government
- iii. To establish the influence of containment mitigation strategies on performance of Tana River County government
- iv. To assess the influence of preventive mitigation strategies on performance of Tana River County government

1.5 Research Questions

This study was guided by the following research questions:

- i. What is the effect of confrontation mitigation strategies on performance of Tana River County government?
- ii. What is the effect of cooperation mitigation strategies on performance of Tana River County government?
- iii. What is the effect of containment mitigation strategies on performance of Tana River County government?

- iv. What is the effect of preventive mitigation strategies on performance of Tana River County government?

1.6 Significance of the Study

The study is significant to county government executives because it offers a comprehensive analysis of how different mitigation strategies can influence performance metrics. As they navigate the complexities of local governance, these executives constantly grapple with various challenges. This study sheds light on which strategies might offer the most effective solutions, providing a roadmap to better decision-making, more efficient administrative processes, and the enhancement of public services. By understanding the impact of confrontation, cooperation, containment, and preventive measures, executives can craft strategies tailored to the county's unique needs, ensuring sustained growth and prosperity.

The study is significant to the national government as it provides insights that can be extrapolated to a broader scale. The experiences and outcomes in Tana River can serve as vital lessons, helping to identify best practices or areas needing intervention at a national level. In a diverse nation with varied local challenges, this research offers a microcosmic view, which can be invaluable when designing national strategies, guidelines, or frameworks.

For policy makers, the significance of the study cannot be overstated. Policymaking is a dynamic process, heavily reliant on data, insights, and a deep understanding of ground realities. By evaluating the effects of various mitigation strategies on governance, this research serves as a crucial resource. It provides a foundation upon which more informed, effective, and impactful policies can be built. Policy makers can reference these findings to predict potential outcomes, ensuring that the policies introduced resonate with the community's needs and aspirations.

Lastly, the study is significant to academicians and scholars in the fields of governance, public administration, and regional studies. Academic discourse thrives on empirical evidence, rigorous analysis, and fresh perspectives. This research contributes a valuable case study to the corpus of academic literature. Scholars can build upon its methodologies, findings, and implications, sparking further research, debates, or academic inquiries. Furthermore, it can be incorporated into academic curriculums, offering students a tangible insight into the intricacies of governance and the role of mitigation strategies in shaping outcomes.

1.7 Scope of the Study

1.7.1 Time scope

The time scope of the study was set between August 2023 and June 2024. This period outlined the duration for all the phases of the research, including thesis presentation, data collection, analysis, and finally, the presentation of the findings. By defining this specific time frame, the study aimed to focus on the most recent and relevant information, particularly concerning the crisis mitigation strategies and their impact on the performance of the Tana River County Government. This time scope also necessitated an efficient and well-organized approach to data gathering and analysis, in order to ensure that the study's conclusions were both comprehensive and valid.

1.7.2 Contextual scope

The contextual scope of the study was focused on crisis mitigation strategies and their impact on performance, specifically zooming in on Tana River County. This scope guided the research to look at how various mitigation strategies—be it confrontation, cooperation, containment, or preventive measures—had influenced the performance of the local government in this county. Setting the contextual scope this way helped to frame the study in terms of its relevance and made

it timely and directly applicable to policymakers and stakeholders in Tana River County, as well as Kenya at large.

1.7.3 Geographical scope

The geographical scope of the study was limited to Tana River County in Kenya. By focusing on this specific area, the study aimed to provide a detailed analysis of how crisis mitigation strategies had impacted the performance of the local government. This geographical focus allowed for a more in-depth understanding of local challenges, resources, and response mechanisms, making the findings particularly relevant for local policymakers, healthcare providers, and community leaders in Tana River County. The insights generated could be used for targeted interventions and could also serve as a case study that other counties in Kenya or similar regions elsewhere might find useful. However, the localized scope meant that the findings may not have been directly applicable to other regions with different conditions and governance structures.

1.7.4 Content scope

The content scope of the study was centered on four types of mitigation strategies: confrontation, cooperation, containment, and prevention. By focusing on these four areas, the research aimed to explore their influence on the performance of Tana River County Government. This content scope allowed for a detailed analysis of how each mitigation strategy affected various aspects of governance, such as public health, economic stability, and overall community well-being. It also helped in pinpointing which strategies were more effective in certain contexts and why. The targeted focus on these four mitigations approaches not only made the study comprehensive in addressing the research objectives but also actionable, offering specific insights that could lead to better policy decisions and community outcomes.

1.8 Limitation of the Study

The researcher encountered certain difficulties during the study, such as the hesitance of participants to share the necessary information due to concerns about negative portrayal or potential victimization. Another constraint of the study was the potential bias of the participants. There was no definitive method to ascertain whether respondents were providing accurate information during data collection, and they may have had a tendency to favor their workplace and present information based on their performance rather than the actual reality. Additionally, there existed the possibility of interference and intimidation from county government executives, which might have impacted the willingness of participants to provide candid information.

1.9 Delimitations of the Study

The delimitation regarding the hesitance of participants to share necessary information due to concerns about negative portrayal or potential victimization was addressed by the researcher effectively communicating the study's purpose. Respondents were provided with an official letter from the administration, serving as proof that the research was purely for academic purposes. The delimitation for the challenge of accessing the required information was that the researcher requested permission from the Tana River County Government administration to obtain crucial information from the selected respondents. The delimitation concerning the potential bias of participants was that the study thoroughly scrutinized the collected information prior to data analysis, discarding questionnaires that exhibited bias towards a particular response. Additionally, the study subjected the analyzed information to reliability tests to ensure its accuracy. Moreover, to address the limitation posed by the possibility of interference and intimidation from county government executives, the study emphasized participant confidentiality and anonymity. Efforts were made to establish trust and rapport with participants, assuring them that their responses would

not be traced back to them. The researcher also employed a combination of qualitative and quantitative data collection methods to cross-verify and validate responses, enhancing the study's robustness and reliability.

1.10 Operational Definition of Key Terms

Confrontation Strategies: Confrontation Strategies refers to aggressive or direct approaches that an organization or government body employs to address issues, conflicts, or challenges, often involving facing problems head-on through methods like negotiations, legal actions, or direct communication.

Containment Strategies: Containment Strategies Refers to measures taken by an organization or government body to restrict or limit the spread or impact of an issue, conflict, or challenge. It focuses on managing problems to prevent escalation or further spread.

Cooperation Strategies: Cooperation Strategies refers to methods where an organization or government body collaborates or partners with other entities, groups, or stakeholders to achieve mutual benefits. This includes working together to address challenges, share resources, or accomplish common goals.

Organizational Performance: Organizational performance refers to the measurement of how effectively and efficiently an organization or government body meets its objectives, encompassing indicators such as financial results, stakeholder satisfaction, service delivery, and achievement of strategic goals.

Prevention Strategies: Prevention strategies refers to proactive approaches that an organization

or government body implements to avert potential issues, conflicts, or challenges. This involves forecasting potential problems and taking steps to stop them from occurring.



CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

Chapter two covers theoretical literature review, empirical literature review, conceptual framework and recap of the literature.

2.2 Theoretical Literature Review

This section presents the review of both theoretical literature and the theoretical framework. The goal of reviewing theoretical literature is to understand what is already known about the research topic. For instance, the theoretical literature on disaster preparedness and response is extensive, covering various dimensions such as risk assessment, stakeholder involvement, and psychological resilience. Under theoretical framework, this section reviews theories related to the study.

2.2.1 Theoretical Literature

The theoretical literature on crisis mitigation strategies emphasizes the necessity of a multi-faceted, multi-sectoral approach to disaster preparedness and response. The World Health Organization (WHO) argued in its 2022 report that risk reduction and emergency preparedness are integral to the development process and cannot be isolated initiatives. Considering all of the different factors that can contribute to a disaster means investing in a variety of risk reduction and emergency preparedness measures, such as early warning systems, evacuation plans, and training for first responders. Disaster risk management needs to be integrated into broader development planning (Volgger, Taplin & Aebli, 2021). Ensuring that risk reduction and emergency preparedness are considered when making decisions about things like land use, infrastructure, and social programs is crucial. Besides, making sure that there is coordination between different government agencies and stakeholders involved in disaster risk management is key.

Cabal and Erlich (2018) argued that prevention strategy is rooted in the principle of solidarity and that effective adaptation strategies require long-term efforts. The United Nations Office for Disaster Risk Reduction (UNDRR) argued in its 2015 report that disasters are not just natural events, but complex situations shaped by human actions and governance systems. The Substance Abuse and Mental Health Services Administration (SAMHSA) argued in its 2022 report that whether disasters

are natural or human-caused, their impact goes beyond physical damage to infrastructure and environment; they also have significant psychological and emotional consequences.

American Red Cross (2023) reports that the most effective crisis mitigation strategies are tailored to the specific risks and needs of a community and household. Stern and Markel (2009) argued that quick decision-making and the use of a variety of community-based strategies to manage a public health crisis can be essential in limiting the spread of infectious diseases. Abbas (2021) argued that existing literature has not adequately addressed how to manage global health challenges that arise during pandemics. Hu and Liu (2022) report that there is no one-size-fits-all approach to crisis mitigation. The best strategies will vary depending on the specific type of crisis and the specific context. However, by taking a proactive approach to crisis mitigation, governments, organizations, and individuals can help to reduce the impact of a crisis and build a more resilient future.

The theoretical literature on crisis mitigation is relevant to the objectives of this study in a number of ways. First, the literature provides a framework for understanding the different types of crisis mitigation strategies. This can help the study to identify the specific strategies that are most relevant to the COVID-19 pandemic and the Tana River County Government. Second, the literature identifies the factors that can influence the effectiveness of crisis mitigation strategies. This can help the study to understand the challenges that the Tana River County Government may face in implementing these strategies. Third, the literature provides insights into the potential impact of crisis mitigation strategies on government performance. This can help the study to assess the likely impact of these strategies on the Tana River County Government.

The study can use these theoretical concepts to guide the analysis of the Crisis mitigation strategies that have been implemented by the Tana River County Government. By understanding the different types of strategies that have been used, the factors that have influenced their effectiveness, and the

potential impact of these strategies on government performance, the study can make a more informed assessment of the influence of crisis mitigation strategies on the performance of the Tana River County Government. In addition to the theoretical literature, the study can also draw on empirical evidence from other countries that have experienced the COVID-19 pandemic. This evidence can help to identify the strategies that have been most effective in mitigating the crisis and the challenges that governments have faced in implementing these strategies. By considering both theoretical and empirical evidence, the study can develop a more comprehensive understanding of the influence of crisis mitigation strategies on government performance.

2.2.2 Theoretical framework

Theoretical framework outlines the theories that explain why the research problem exists and how the variables in the study are interconnected (Deutsch, 1983). For this study, four main theories underpin the research: Conflict Resolution Theory, Social Capital Theory, Situational Crisis Communication Theory, and Contingency Theory. Each theory provides unique insights into different aspects of crisis mitigation strategies and their influence on organizational performance.

2.2.2.1 Conflict Resolution Theory

The theory was developed Roger Fisher and William Ury in 1981. The theory asserts that conflicts, while an inherent aspect of human relationships and interactions, do not necessarily need to culminate in negative or destructive outcomes. Instead, they can be channeled and managed in a way that they lead to understanding, collaboration and growth. The theory advocates for direct, open, and non-confrontational communication, emphasizing that a genuine effort to comprehend the opposing party's perspective can pave the way for mutually satisfactory solutions (Deutsch, Coleman & Marcus, 2011).

The theory operates on the premise that conflicts, more often than not, arise from unmet needs or unrecognized interests. When these underlying causes are identified and addressed, it becomes possible to navigate the conflict and arrive at a resolution. Rather than brushing conflicts under the rug or seeing them as aberrations, the theory promotes the idea that conflicts are natural, inevitable, and even potentially beneficial phenomena (Coleman, Deutsch & Marcus, 2014). They can be catalysts for innovation, lead to the strengthening of relationships, and can offer deeper insights into the intricacies of human interactions.

Another pivotal tenet of Conflict Resolution Theory is the shared responsibility of involved parties. It suggests that every party in a conflict has had some role in its emergence, and thus, each has a stake and responsibility in finding its resolution (Hansen, 2008). By fostering a space for transparent communication and focusing on the root causes rather than the surface disagreements, conflicts can be transformed from potential breakdowns into breakthroughs. The theory, therefore, reframes how we perceive and approach conflicts, emphasizing understanding, empathy, and collaborative problem-solving over adversarial confrontation (Deutsch, 1983).

While Conflict Resolution Theory offers a constructive framework for addressing disputes, critics argue that its principles can sometimes oversimplify complex realities. Critiques claim that the emphasis on mutual understanding and finding common ground might not account for power imbalances, where one party can dominate or manipulate the resolution process (Rapoport, 2012). They also point out that not all conflicts are rooted in misunderstandings or communication gaps; some are based on deep-seated structural or systemic issues that cannot be easily "talked out." Moreover, the assumption that all parties are rational actors seeking the best possible outcome might overlook emotional, irrational, or cultural components of conflicts (Weber, 2001). Thus,

while the theory provides valuable tools, it may not be universally applicable or effective in every situation.

The theory was relevant to the current study to examine the influence of confrontation mitigation strategies on performance of Tana River County Government. At its foundation, this theory is predicated on the idea that conflicts, while natural, can be navigated and potentially converted into opportunities for growth and understanding. In the complex arena of government operations, especially at the county level where direct interactions with the public are frequent, conflicts are inevitable. These conflicts can arise from myriad sources: resource allocation, policy decisions, administrative procedures, or even socio-cultural dynamics unique to the county. When unaddressed or mishandled, these confrontations can impede the efficiency, effectiveness, and reputation of the government, leading to reduced trust and possibly stifling the progress and development of the region.

Tana River county, with its distinct demographic composition and particular set of challenges, needs strategies that are both proactive and reactive in nature. Proactive strategies, grounded in Conflict Resolution Theory, would involve open channels of communication with the public, regular feedback mechanisms, and efforts to ensure that the various communities within the county feel represented and heard. On the reactive front, when confrontations do arise, the government should be equipped with strategies to address these disputes in a manner that is just, transparent, and focused on finding mutual understanding. This might involve mediation, public forums, or even third-party interventions. By utilizing confrontation mitigation strategies rooted in the tenets of the theory, the county government of Tana River stands to benefit in multiple ways. It can foster a harmonious relationship with its constituents, ensure smoother administrative operations, and ultimately enhance its overall performance. Over time, these strategies can lead to more informed

policymaking, increased public participation in governance, and a more cohesive society, all key indicators of a successfully performing county government.

2.2.2.2 Social Capital Theory

The theory was developed in 1986 by Pierre Bourdieu. Social Capital Theory (SCT) emphasizes the significance of social relationships in creating valuable resources that facilitate individual or collective action within a community or society (Lin, 2002). SCT is grounded on the idea that social networks and the norms of reciprocity and trustworthiness, which arise from them, have value. These networks become vital sources of information, opportunities, and other forms of support, offering both individuals and communities with a competitive edge (Akdere, 2005; Schmid & Robison, 1995). For instance, Häuberer (2011) contends that social capital acts as a medium for understanding how information is disseminated within networks, fostering collaboration and reinforcing the values and expectations of its members.

SCT is utilized to explain various phenomena. For example, in the realm of corporate governance, Kim & Cannella (2008) explore how social capital influences director selection, suggesting that pre-existing relationships and networks play a critical role in these high-stakes decisions. Similarly, in human resource development, the presence of social capital is seen as a precursor to enhancing individual and organizational performance (Akdere, 2005). Furthermore, Seibert, Kraimer, & Liden (2001) argue that an individual's career success is largely predicated on their ability to harness the power of their social capital, highlighting the relational aspect of professional advancement. This diverse application of SCT across various fields underscores its foundational role in understanding the intricate web of social interactions and their consequential outcomes.

While Social Capital Theory offers valuable insights into the importance of social relationships and networks in accessing resources and opportunities, it has been critiqued for several weaknesses.

Critics argue that the concept of "social capital" is often ambiguously defined, leading to inconsistencies in its measurement and application across studies (Lin, 2002). The theory's broad scope can sometimes oversimplify the complexities and nuances of social relationships, neglecting the possible negative aspects of social capital, such as exclusionary practices, reinforcement of social inequalities, or the potential for networks to propagate misinformation (Storberg, 2002). Moreover, there's a tendency to overemphasize the benefits of social networks without adequately accounting for the costs or risks associated with maintaining these relationships. This overarching positive view can overshadow the understanding that not all social ties are equally beneficial or desirable.

Social Capital Theory (SCT) was relevant when examining the influence of cooperation mitigation strategies on the performance of any governmental entity, such as the Tana River County Government. The theory posits that social relationships and networks are pivotal in creating valuable resources that facilitate collective action within a community (Lin, 2002). In the context of the Tana River County government, understanding the inherent social capital becomes crucial. It's within these networks and relationships that cooperation mitigation strategies can either be fostered or hindered. When social capital is strong, with trust and reciprocity well-established, strategies aimed at promoting cooperation and collaboration are more likely to be successful. This, in turn, can directly impact the performance of the governmental body, enhancing its ability to address challenges, make effective policies, and implement initiatives in line with the community's needs.

Additionally, SCT emphasizes not just the existence, but the quality of relationships. The county government of Tana River, in seeking to determine the efficacy of cooperation mitigation strategies, must consider the depth and breadth of its social networks. Do these networks encompass

a diverse range of stakeholders, from local community leaders to external partners? Is there a genuine exchange of information, resources, and mutual respect, or are the relationships superficial? An effective cooperation strategy should build upon the existing social capital, fostering trust and mutual understanding, while also seeking to expand and deepen these networks for a more holistic approach to governance (Putnam, 2000). Consequently, a strong grasp of Social Capital Theory provides a comprehensive lens through which the county government can assess and enhance its performance in line with its cooperation mitigation strategies.

2.2.2.3 Situational Crisis Communication Theory

Situational Crisis Communication Theory (SCCT), introduced by Timothy Coombs in 2007, posits that organizations should adapt their crisis response strategies depending on the crisis's nature, the perceived level of organizational culpability, and potential reputational damage. Central to the theory is the idea that the public's perception of an organization's role in a crisis, influenced by the type of crisis, its history, and the organization's prior reputation, determines the extent of reputational harm and the appropriateness of a response strategy. SCCT offers organizations a systematic framework to navigate complex crisis situations. By analyzing the specific crisis and the organization's history, coupled with empirical data as underscored by Ide, Martin, and Totten (2011), SCCT guides organizations to select the most suitable communication response. This targeted approach aims to mitigate potential reputational risks and addresses stakeholder concerns effectively.

Furthermore, the SCCT emphasizes the importance of understanding and assessing the nature of a crisis and the resulting reputational threats. As elucidated by Sisco (2012), factors such as initial crisis responsibility, previous crises, and prior organizational reputation play crucial roles in determining the degree of reputational damage. In the aftermath of a crisis, effective

communication becomes paramount. As Marra (1998) and Coombs & Holladay (2008) have highlighted, improper or inadequate communication can exacerbate the situation, emphasizing the need for SCCT's structured approach. This theory provides a roadmap, helping organizations categorize crises into different types like victim, accidental, or preventable/intentional, and tailor their responses accordingly. Essentially, by providing an in-depth understanding of stakeholder perceptions and expectations, SCCT enables organizations to strategically address crises, protecting their reputation and ensuring optimal outcomes.

However, while the SCCT provides a structured approach to crisis communication, critics argue it has limitations. One primary criticism is its prescriptive nature, which might not account for the nuanced and dynamic nature of crises, especially in diverse cultural and socio-political contexts (Coombs, 2007). The theory largely relies on predefined categorizations of crises, which may not capture the intricacies of every situation, potentially leading to misaligned responses. Furthermore, its emphasis on reputation protection can sometimes overshadow the genuine responsibility of addressing the harm caused or providing immediate solutions. Lastly, the SCCT largely focuses on external communication, potentially neglecting internal organizational communication dynamics that can be equally critical during crises (Kriyantono, 2012).

SCCT was relevant in the current study to examine the impact of containment mitigation strategies on the performance of Tana River County Government. SCCT stresses the importance of understanding the nature and context of a crisis to devise the most appropriate communication strategy. Containment includes strategies employed to manage and limit the adverse effects of a crisis. If the county government of Tana River faces a crisis, whether natural, political, or socioeconomic, the public will form perceptions based on the government's communication about its containment measures. Leveraging SCCT can help the county government anticipate public

perceptions, assess the potential for reputational damage, and craft communication strategies that not only inform the public but also foster trust and confidence. An appropriately framed message, guided by SCCT, can demonstrate the county's proactive approach, its commitment to addressing the crisis, and its focus on the well-being of its citizens, thereby positively influencing its perceived performance.

Furthermore, as SCCT underscores, the nature of the crisis and the historical context play a significant role in shaping public perception. For the county government of Tana River, understanding the type of crisis and its history in the region can offer insights into public expectations and potential reactions. Is the crisis perceived as preventable or unintentional? Has the county faced similar situations in the past, and how were they managed? Answering these questions can help the county government gauge the extent of the challenge and tailor its communication and containment strategies accordingly. SCCT can guide the county in determining the most effective way to communicate its efforts, whether it needs to adopt a more defensive stance or take full responsibility and assure corrective actions. By grounding its containment mitigation strategies in SCCT, the county government can enhance its credibility, reassure its stakeholders, and positively influence its overall performance in managing crises.

2.2.2.4 Contingency theory

The hypothesis was proposed by Edward Fiedler in 1964. According to Tellis and Fornell (1988), it is posited that the institution must formulate a contingency plan, and the management should provide guidance to its subordinates on how to effectively address a potential crisis that may impact the company. An organization is required to develop a strategic framework that will allow it to effectively navigate and overcome any potential crisis situations. According to Donaldson (2001), it is necessary for the contingency plan to possess adaptability in order to respond to fluctuations

in environmental conditions and sources of production. The contingency plan should include a diverse array of strategies to enable management and staff to effectively address emergencies and expedite recovery from adverse circumstances. According to Maye and Engel (2013), the idea posits that the leadership abilities shown by individuals inside a company may serve as a foundation for motivating and fostering loyalty among other workers.

Nonetheless, contingency theory has some critiques. The theory's reliance on complex interactions between various variables makes it challenging to provide a universally applicable framework, as each contingency approach tends to be context-specific and can lead to an overwhelming array of potential strategies (Reinking, 2012). This inherent complexity might hinder the practical implementation of contingency-based recommendations, potentially requiring extensive resources and time to analyze each unique situation. Moreover, the theory's focus on identifying specific situational factors might overlook the dynamic nature of organizations and the interplay of factors that can change over time, possibly leading to outdated or inadequate prescriptions (Gordon, Yardley, Lomas & Edwards, 2021).

The theory was relevant in the current study to examine the influence of preventive mitigation strategies on the performance of the Tana River County Government. The theory postulates that there's no one-size-fits-all approach to management; rather, the effectiveness of strategies depends on the alignment between the organizational structure, leadership style, and the prevailing environmental factors. In the context of the Tana River County government, the theory's principles can provide insights into how the effectiveness of preventive strategies is contingent upon specific contextual elements. By considering factors such as the county's political, economic, and social conditions, the availability of resources, and the local culture, the county government can tailor its preventive mitigation strategies accordingly. This approach acknowledges that different situations

demand distinct responses, enabling the county government to optimize its performance by implementing strategies that best suit its unique environment.

Furthermore, the theory emphasis on flexibility and adaptability aligns with the dynamic nature of crisis prevention and management. In a region like Tana River, where the nature and magnitude of potential crises can vary widely, applying a single rigid approach might be inadequate. Instead, the county government can employ a contingency approach to preventive mitigation, recognizing that the effectiveness of strategies is contingent on the specific crisis scenario. By adopting a contingency perspective, the county government can proactively assess potential threats, identify the most suitable preventive measures, and allocate resources accordingly. Additionally, as Contingency Theory highlights the importance of a well-matched leadership style to the context, the county government can ensure that leaders possess the skills and traits needed to effectively implement preventive strategies within the unique challenges and opportunities presented by Tana River's environment.

2.3 Empirical Literature review

This section of the study presents literature in relation to variables of the study. This includes comparing studies from different authors on crisis mitigation strategies and organizational performance. The study variables are Confrontation, containment, cooperation and preventive strategies.

2.3.1 Confrontation Mitigation Strategies and Performance

Omene (2021) investigated the relationship between conflict management strategies and effective organizational performance. Employing an explanatory approach based on a thorough review of existing literature from various studies, periodicals, and books, the study identifies that proficient conflict management techniques yield improved decision-making outcomes and heightened

productivity levels. Effective strategies in conflict resolution also contribute to enhanced communication, time management, cooperation, and overall organizational productivity. Furthermore, the research suggests that conflict resolution strategies foster positive interpersonal relationships among management and staff, boosting morale, minimizing disruptions in production, and elevating the quality of services. The study presents a conceptual gap as it lacks an integrated framework that examines how various conflict management techniques collectively influence organizational performance. While the study emphasizes general conflict management, it does not specifically address the four mitigation strategies (confrontation, cooperation, containment, preventive) that are crucial for comprehensive crisis management. This gap signaled the need for the current study to bridge this disconnect and examine the practical implications of different conflict resolution approaches.

In Rwanda, Ntivuguruzwa et al. (2020) explored the impact of financial risk management on the performance of insurance companies from 2015 to 2019. They discovered that effective financial risk management significantly enhanced the companies' ability to fulfill financial obligations and profitability, with return on equity being a key positive influencer. The study recommended adopting enterprise risk management and hiring skilled professionals for improved outcomes. A methodological gap exists as the study focused solely on quantitative analysis of financial risk management. The absence of qualitative insights limits understanding of how risk management strategies are implemented and perceived by stakeholders. The current study addressed this by employing a mixed-methods approach to capture both statistical evidence and rich contextual insights into crisis mitigation strategies.

John-Eke and Akintokunbo (2020) examined the significance of conflict management in enhancing organizational effectiveness. The study addresses the imperative for organizations to establish

conducive environments for employees to achieve both individual and collective goals. Despite the inevitability of conflicts arising from factors such as authority, position, and resource contention, the authors emphasize that constructive conflict management can lead to positive outcomes, fostering healthy competition, team participation, and improved communication. The review draws from various sources including journals, textbooks, and online publications in fields like Management and Organizational Behavior. It concludes that organizations should educate their employees about effective conflict management and dispel the notion that conflicts are solely negative, advocating for context-specific strategies based on the nature of conflicts. The study presents both a conceptual and methodological gap. While it provides theoretical insights into conflict management's benefits, it relies purely on literature review without empirical evidence. Furthermore, it does not explore specific conflict mitigation strategies in relation to organizational performance. The current study addressed these gaps through empirical investigation of specific mitigation strategies and their impact on county government performance.

Tumwebaze (2019) conducted a study on conflict resolution strategies and performance in Kampala Capital City Authority, Uganda. The study adopted a descriptive cross-sectional survey design, targeting 498 participants and utilizing a sample of 222 respondents selected through simple and purposive sampling methods. Research instruments included questionnaires and interviews, with data analysis involving frequency tables, mean calculations, standard deviations, and linear/multiple regression analyses. Notably, the study found that negotiation, third-party intervention, and compromise significantly influenced employee performance at KCCA. The methodological gap was evident as the study focused only on negotiation and third-party intervention without examining other crucial aspects of crisis mitigation. Furthermore, while the study examined performance at Kampala Capital City Authority, it did not examine the four

specified mitigation strategies (confrontation, cooperation, containment, preventive) in relation to organizational performance. The study was conducted to bridge this gap by investigating these specific strategies and their relevance to county government performance.

Furthermore, the study conducted by Agbo (2020) examined the influence of conflict management on the performance of the Broadcasting Corporation of Abia State. The research study used a descriptive survey research methodology, using random sampling to examine data collected from 85 distributed questionnaires. The Statistical Package for the Social Sciences (SPSS) was used for data analysis. The study's results demonstrated a statistically significant and favorable correlation between conflict management and organizational effectiveness. The research findings indicate that the maintenance of a satisfactory level of conflict resolution within the workplace has a good impact on organizational performance, as it facilitates the coordination and management of the organization's operations. The study recommended the establishment and maintenance of adequate conflict resolution mechanisms to reduce grievances and enhance employee performance, strategic consideration of personnel competency when selecting conflict management parties, and continuous education for employees on proper channels for expressing grievances to prevent unauthorized actions. The study presented both contextual and conceptual gaps. Contextually, the study focused on the Broadcasting Corporation of Abia State, which operated under different conditions than a county government. Conceptually, while the study examined conflict management broadly, it lacked investigation into specific conflict mitigation strategies in relation to organizational performance. The current research addressed these gaps by examining specific mitigation strategies within the context of county government operations

The research by Guyo and Nyariki (2023) examined the influence of governance conflict between national government and county government on public administration performance in a case of

Tana River Sub-County. The study aimed to determine the sources of conflict between these two levels of government, identify challenges faced by public administrators in the sub-county, and establish conflict mitigation strategies to address these conflicts. The study employed the Structural Functionalism Theory and the Classical Theory of Management to provide a theoretical foundation. Utilizing a descriptive survey design, the researchers targeted a population of 64 national and county government administrators within the Tana River Sub-County, using a census approach for data collection. Self-administered open-ended questionnaires were employed to gather primary data, with statistical analysis carried out using SPSS version 20. The findings indicated significant policy conflicts and power struggles between the national and county governments, along with underfunding issues impacting trust and cooperation. Although the study effectively addressed the specific case of governance conflict's influence on public administration performance, there existed a gap in connecting these findings to the mentioned conflict mitigation strategies (confrontation, cooperation, containment, preventive). This highlighted the need for research to explore the practical applicability of these strategies within the context of governance conflicts and public administration performance. This gap warranted the current study's comprehensive examination of these specific strategies within the Tana River County context

2.3.2 Cooperation Mitigation Strategies and Performance

The research article by Mousa, Zhang, and Sumarliah (2023) examined the mitigation strategies of public-private partnership (PPP) barriers in Palestinian construction projects. The study aimed to identify viable solutions to PPP infrastructure scheme barriers and highlight their implementation. Specialists were consulted to propose approaches for alleviating 21 barriers, considering the time required for implementation. The study's findings indicate that the unfeasibility of delivering physical security is the most significant barrier, while the most effective solution relates to the lack

of government cohesiveness and responsibility. The study presented both conceptual and contextual gaps. The conceptual gap existed as the study focused solely on PPP barriers without an integrated framework that examines how various mitigation strategies collectively influence organizational performance. Even when multiple strategies were considered, they weren't conceptualized within an integrated framework specific to public sector performance. Additionally, a contextual gap was evident as the study was conducted in Palestine's construction sector, which operates under significantly different conditions than a county government in Kenya. This study was conducted to address these gaps by examining the four specific mitigation strategies within Tana River County's unique context.

The study conducted by Mwangi (2022) investigated the impact of crisis mitigation techniques on the operational outcomes of small and medium-sized enterprises (SMEs) operating in the manufacturing industry in Nairobi County. Utilizing a descriptive cross-sectional research approach, the study focused on a population of 228 registered manufacturing small and medium-sized enterprises (SMEs) located in Nairobi City County. A sample size of 144 respondents was selected via the use of stratified random selection. The collection of primary data was conducted using questionnaires, while the analysis of the data included the use of SPSS software. The analysis encompassed both descriptive statistics, which provided a summary of the data, and inferential statistics, namely multiple linear regression and correlation analysis. The results of the study demonstrated a significant and positive relationship between the implementation of crisis mitigation techniques and the performance of small and medium-sized enterprises (SMEs), as shown by a high coefficient of determination. The research further highlighted the obstacles encountered by small and medium-sized enterprises (SMEs) and put forward potential solutions to enhance their performance. However, the study's scope was limited to the manufacturing sector,

suggesting the need for similar research across other industries. The study exhibited both methodological and contextual gaps. The methodological gap stemmed from its reliance on purely quantitative methods, which limited deeper understanding of how crisis mitigation strategies were implemented and perceived by stakeholders. A mixed-methods approach would have provided richer insights into the effectiveness of these strategies. The contextual gap arose from its focus on manufacturing SMEs in Nairobi, which operate under different conditions and regulatory frameworks than county governments. These gaps warranted the current study's mixed-methods investigation of crisis mitigation strategies within the specific context of county government operations.

Further, Muatwa and Shale (2023) examined the impact of procurement optimization on the performance of Metropolitan Counties in Kenya. Despite efforts to enhance transparency and accountability through the Public Procurement and Disposal Act (2015) and World Bank support, challenges persist in the procurement processes of Metropolitan Counties, leading to delays and increased costs in delivering goods and services. Employing a descriptive research design, the study collects both qualitative and quantitative data from a target population of 236 employees, including procurement officers, engineers, finance professionals, and public works personnel. A sample of 142 employees is selected using the Krejcie and Morgan formula. Data collection involves questionnaires administered individually to respondents, with quantitative data analyzed using descriptive statistics, and SPSS version 25 employed for statistical analysis. Qualitative data is analyzed through content analysis and presented in prose form. Inferential statistics, including correlation and regression analysis, are used to analyze the data. The study concludes that both order fulfillment and cost reduction significantly and positively influence the performance of Metropolitan Counties in Kenya. The study presented conceptual and methodological gaps. The

conceptual gap existed as the study focused only on procurement optimization without examining the broader spectrum of crisis mitigation strategies that could influence county performance. While it examined performance in Metropolitan Counties, it did not explore the specific roles of confrontation, cooperation, containment, and preventive strategies. The methodological gap lay in its limited focus on quantitative metrics of procurement performance, without qualitative exploration of how different strategies might be implemented effectively. This study was conducted to address these gaps through a comprehensive examination of specific mitigation strategies using both quantitative and qualitative approaches within the Tana River County context.

2.3.3 Containment Strategies and Performance

The primary objective of the study done by Moochi and Mutswenje (2022) was to investigate the effects of COVID-19 containment measures on the financial performance of small and medium firms (SMEs) located in the Central Business District (CBD) of Nairobi. This research focuses on examining the impact of government-imposed lockdowns, curfews, and social distancing measures in mitigating the transmission of COVID-19, with a particular emphasis on their implications on small and medium-sized enterprises (SMEs). The research focuses on a population of 5,000 licensed small and medium-sized enterprises (SMEs) operating inside the central business district (CBD) of Nairobi. A sample size of 370 SMEs was chosen using a combination of stratified and basic random selection techniques. Data is gathered through the administration of questionnaires and thereafter subjected to analysis using the Statistical Package for the Social Sciences (SPSS). Descriptive techniques, such as the utilization of percentages and frequencies, are used to elucidate the viewpoints of respondents about the ramifications of COVID-19 containment strategies on financial performance. Inferential analysis is a statistical technique used to ascertain the relationships or correlations that exist between predictor variables and outcome variables. The

results of the research suggest that the implementation of lockdown measures had a substantial impact on the sourcing and distribution operations of small and medium-sized enterprises (SMEs). The acquisition of raw materials and supplies from other nations posed significant difficulties, as did the transportation of commodities to various destinations. The study presented a contextual gap as it focused specifically on the effects of COVID-19 containment measures on the financial performance of small and medium enterprises (SMEs) located in Nairobi's Central Business District (CBD). While the study successfully investigated the impact of containment measures within the private sector context, it did not address the unique challenges and requirements of public sector organizations, particularly county governments. The operating environment, regulatory framework, and stakeholder expectations of SMEs differ significantly from those of county governments. This study was conducted to address this contextual gap by examining containment strategies within the specific framework of Tana River County government operations.

Research was undertaken by Jaaffar, Alzoubi, Alkharabsheh, and Rajadurai (2023) to investigate the relationship between leadership, crisis management, and the enhancement of hotel performance. The objective of this research was to assess the mediating function of crisis management, the moderating effect of a leader's experience, their association with leadership styles (namely transformational and transactional), and the consequent influence on the performance of hotels in Jordan. The study used a self-administered questionnaire survey that includes 119 participants who hold management positions in 3-to-5-star hotels in Jordan. Partial Least Squares Structural Equation Modeling (PLS-SEM) is used for the purpose of analysis. The results of the study suggest that the use of a transformational leadership approach and prior expertise in crisis management have a key role in enhancing a leader's capacity to maintain the performance of a hotel during times of crisis. Leaders who adopt a transactional leadership style need the possession of

crisis management abilities, however the significance of experience is comparatively less essential for them. This research highlights the varying impact of different leadership styles on a hotel's resilience during crises, underscoring the importance of selecting leaders with appropriate styles. The study exhibited a conceptual gap as it focused solely on the relationship between leadership styles and crisis management in the hotel sector. While it examined how transformational and transactional leadership influenced hotel performance during crises, it did not provide an integrated framework for understanding how different mitigation strategies (confrontation, cooperation, containment, and preventive) collectively impact organizational performance. This study was conducted to address this conceptual gap by developing a comprehensive framework examining these specific strategies and their influence on county government performance.

The study conducted by Orji and Okolie (2021) explores the perception of the effectiveness of social media in creating awareness about government COVID-19 preventive measures among residents of Imo State. The study's objectives include assessing the level of awareness among Imo State residents based on exposure to social media messages about COVID-19 preventive measures, evaluating the effectiveness of social media in influencing residents' behavior towards embracing these measures, and identifying factors that impact the effectiveness of social media in ensuring compliance with these measures. The research is grounded in the Health Belief Model and employs a survey research method. A sample size of 385 respondents was drawn from the population of Imo State. Data was collected using a Likert rating scale. The findings of the study indicate that the level of awareness among Imo State residents regarding government COVID-19 preventive measures based on exposure to social media messages is high. However, the study reveals that social media is not highly effective in influencing residents' attitudes towards embracing these preventive measures. The study demonstrated a methodological gap as it relied solely on survey

research methods to evaluate social media effectiveness in conveying COVID-19 preventive measures. The single-method approach limited the depth of understanding about how prevention strategies were implemented and their actual impact on organizational performance. This study was conducted to address this methodological limitation by employing a mixed-methods approach, combining both quantitative and qualitative data collection techniques to provide a more comprehensive understanding of how prevention strategies influence county government performance.

2.3.4 Preventive Strategies and Performance

Ntare, Shau, and Ojwang (2022) conducted a study in Dar es Salaam, Tanzania, focusing on the impact of enterprise risk management (ERM) practices on the performance of Small and Medium Scale Enterprises (SMEs). They surveyed 335 participants and analyzed the data using structural equation modeling. Their findings revealed that components such as internal environments, monitoring, event identification, risk response, and risk assessment significantly influence ERM, which in turn positively affects SME performance. The study exhibited a contextual gap as it was conducted in Dar es Salaam, Tanzania, focusing exclusively on Small and Medium Scale Enterprises (SMEs). The organizational structure, objectives, and operating environment of SMEs differ significantly from those of county governments, particularly in terms of governance structures, accountability measures, and stakeholder relationships. This study was conducted to address this contextual gap by examining mitigation strategies within the unique setting of Tana River County government, where different regulatory frameworks and public sector dynamics apply.

The research undertaken by Wikarsa, Pandelaki, and Kurnia (2022) focuses on evaluating the efficacy of COVID-19 preventive measures in the city of Manado. The study used the K-means

approach for data analysis. The local administration of Manado city has issued recommendations for implementing a range of COVID-19 health protocols, which include the use of face masks, the adoption of healthy and hygienic lifestyles, and the practice of social distance. These measures have been put out with the aim of mitigating the transmission of the virus within the community. The purpose of the research is to evaluate the public's perception of the efficacy of the preventative measures adopted by the local government. The research used the K-means clustering technique to classify the efficacy of preventative interventions into four distinct groups, namely: very effective, moderately effective, ineffective, and extremely weak. The findings indicated that a majority of participants, namely 58%, perceived the preventive measures to be very effective. The participants demonstrated a notable degree of knowledge on COVID-19 and comprehended the potential ramifications of failing to comply with health guidelines. Nevertheless, it is worth noting that a fraction of the participants, namely about 10%, have voiced reservations regarding the efficacy of the health measures implemented in Manado. This skepticism stems from the alarming frequency of daily fatalities. The study's results may provide useful insights for the local administration in efficiently regulating and mitigating the transmission of the Coronavirus in Manado city. The study demonstrated a methodological gap as it relied solely on the K-means clustering technique for data analysis. This single analytical approach limited the understanding of why certain preventive measures were perceived as effective or ineffective, failing to capture the complex dynamics of crisis prevention implementation. This study was conducted to address this methodological limitation by employing a mixed-methods approach that combined both quantitative and qualitative analyses to provide deeper insights into the effectiveness of preventive strategies.

Payton's (2021) research examines the tactics that firms might use to protect their image and ensure profitability in times of crisis, especially in cases when strong management practices are absent.

This research is based on the theoretical framework of situational crisis communication theory and seeks to investigate the crisis management tactics used by public relations directors in order to safeguard an organization's reputation and sustain its financial viability in the aftermath of a catastrophe. This study utilizes a qualitative multiple case study design, which involves the participation of three public relations directors located in Upper Manhattan, New York. The collection of data is facilitated by the use of semi-structured interviews, supporting documentation derived from prior case studies, and the maintenance of journal notes. The research highlights crisis communications and decision-making, sustainable crisis planning, organizational reputation, and pre-crisis prevention and readiness as the primary tactics used in crisis management. The study presented a conceptual gap as it examined crisis management tactics broadly without providing an integrated framework for understanding how specific mitigation strategies interact to influence organizational performance. While the study highlighted crisis communications and decisionmaking, it lacked a comprehensive examination of how confrontation, cooperation, containment, and preventive strategies collectively impact performance. This study was conducted to address this conceptual limitation by developing an integrated framework examining these specific strategies within county government operations.

In a recent study, Gikuhi (2020) conducted an examination of crisis management methods and business continuity specifically within the context of star rated hotels in Kenya. The primary objective of this research is to investigate the correlation between crisis management practices and business continuity among star-rated hotels in the country of Kenya. This research is based on the theoretical frameworks of contingency theory, resource-based theory, and resource dependence theory. The study adopts a descriptive cross-sectional research methodology and employs stratified random sampling to collect data from a sample of 138 respondents that is typical of the population.

Data collection was conducted using a structured questionnaire, resulting in a response rate of 83%. The research revealed that crisis management methods involve a variety of proactive and reactive tactics that are specifically intended to navigate and lessen the effect of crises. The aforementioned techniques are designed with the objective of mitigating negative consequences, safeguarding the standing of an entity, guaranteeing the uninterrupted functioning of an organization, and promoting collaborative efforts within a community. These strategies should be customized to address the unique problems faced by the organization, in order to provide a holistic approach to mitigating and recovering from crises. The study exhibited a contextual gap as it focused specifically on crisis management practices within star-rated hotels in Kenya. The hospitality sector operates under different conditions, with distinct operational priorities and stakeholder expectations compared to public sector organizations. This study was conducted to address this contextual limitation by examining crisis mitigation strategies within the unique context of county government operations, where public accountability and service delivery are paramount concerns.

In research done by Dagohoy (2022), the primary objective was to examine the relationship between the perceived efficiency of government preventative actions and individuals' attitudes and acceptance of COVID-19 vaccinations. The objective of this study was to get a deeper understanding of the impact of government initiatives on individuals' attitudes and willingness to receive COVID-19 vaccinations. The final purpose was to contribute to the broader objective of obtaining universal vaccination and fostering a community with immunity to the virus. The research used a descriptive-correlational quantitative design and utilized basic regression analysis as the primary research methodologies. The study was carried out in the City of Panabo, whereby data was collected from a sample of 384 individuals selected using a random sampling technique, utilizing a modified research equipment. The results indicated that the participants had positive

perceptions on the efficacy of government preventative efforts and exhibited favorable sentiments towards COVID-19 vaccines. The research revealed a statistically significant and robust positive correlation between individuals' perceptions of the efficacy of government-implemented preventative measures and their attitudes and willingness to receive the COVID-19 vaccination. The study demonstrated a methodological gap as it employed only basic regression analysis as the primary research methodology. This singular analytical approach limited the depth of understanding about how government preventative actions influenced public attitudes and behaviors. The lack of qualitative insights left unexplored the underlying reasons for the relationship between perceived effectiveness and public acceptance. This study was conducted to address this methodological limitation by utilizing a mixed-methods approach that incorporated both statistical analysis and in-depth qualitative exploration of mitigation strategies' effectiveness.

2.4 Conceptual framework

The conceptual framework demonstrates the interrelationship between crisis mitigation strategies and county government performance, drawing from extensive empirical evidence. The selection of constructs and their indicators was informed by previous studies: confrontation strategies were derived from research by Omene (2021), Tumwebaze (2019), and Agbo (2020) who emphasized the importance of quick response and resource allocation in crisis management. Cooperation strategies were supported by studies from Mousa, Zhang, and Sumarliah (2023) and Mwangi (2022), highlighting stakeholder consultation and media cooperation as crucial elements. Containment strategies were based on findings from Moochi and Mutswenje (2022), Jaaffar et al. (2023), and Orji and Okolie (2021), who demonstrated the significance of limiting crisis scope and managing stakeholder expectations. Prevention strategies drew from works by Ntare, Shau, and Ojwang (2022), Wikarsa, Pandelaki, and Kurnia (2022), and Payton (2021), emphasizing the role

of early detection and risk management. The performance indicators were derived from studies by Gikuhi (2020) and Dagohoy (2022), who identified service delivery, infrastructure development, and timeliness as key performance metrics. To maintain analytical clarity and avoid measurement complexity, the study focused on these essential indicators that demonstrated strong empirical support in previous research. This focused approach was designed to ensure accurate measurement while preventing the analytical complications that could arise from an excessive number of indicators.



Independent variables

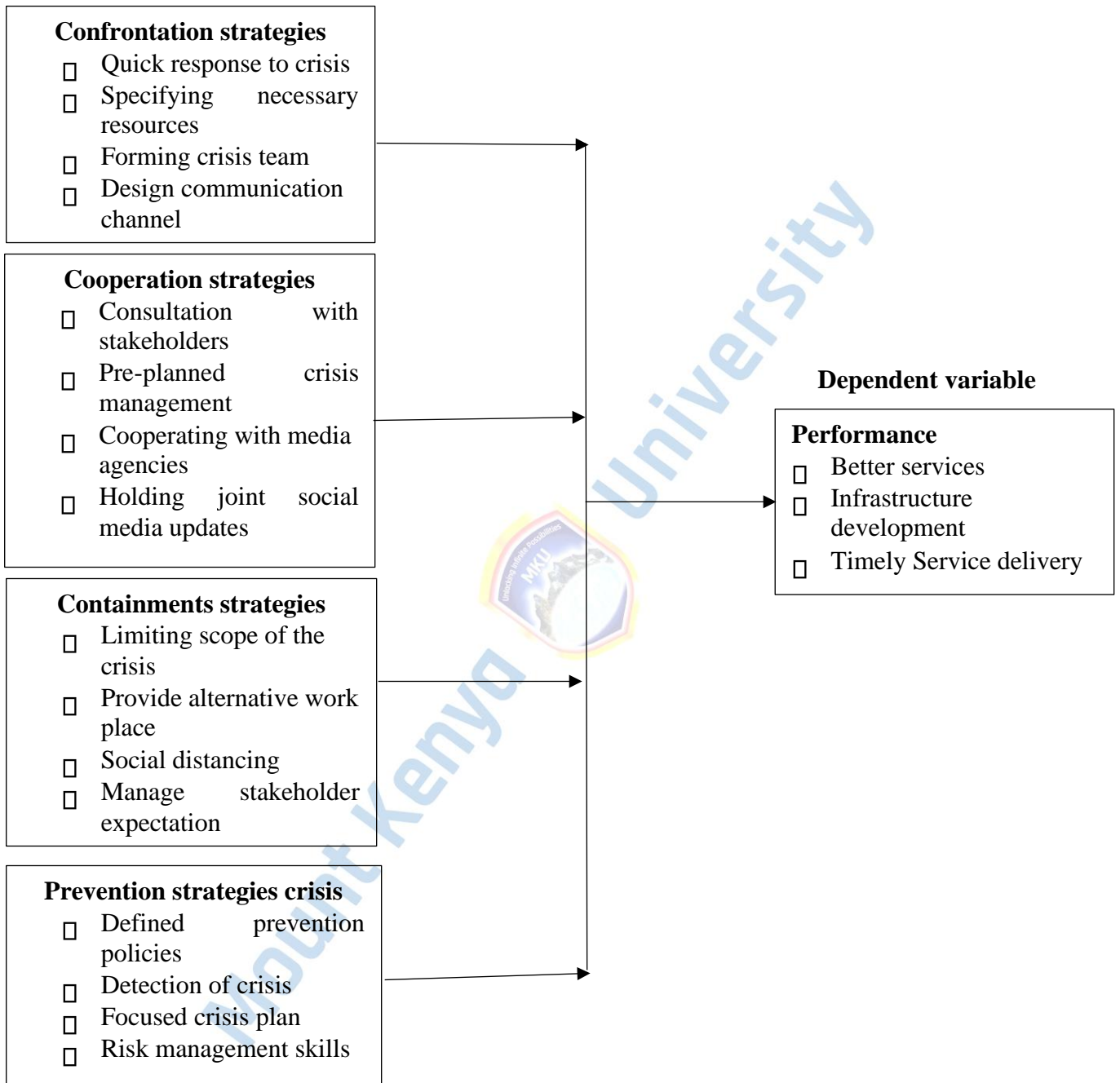


Figure 1: Conceptual Framework

Source: Researcher (2024)

CHAPTER THREE RESEARCH METHODOLOGY

3.1 Introduction

This chapter of the study centers on the study's methodology and commences by presenting research methodology, research design, study target population, data gathering instruments, data collection methods and analysis, and ethical considerations in this investigation.

3.2 Research Methodology

The research study employed a mixed research methodology, which integrated both qualitative and quantitative approaches for data collection and analysis. By utilizing a mixed triangulation method, the study aimed to gather a comprehensive and diverse dataset, enabling a more effective deduction of insights. This approach allowed the researcher to conduct a thorough analysis, resulting in detailed findings. The study involved the collection of information from primary sources, such as conducting surveys through questionnaires and conducting interviews. This combination of methods enhanced the depth and breadth of the study's understanding and contributed to a more holistic perspective on the research topic.

3.3 Research Design

The research design serves as the fundamental approach to effectively address the research problem by combining various elements in a logical and efficient manner (Kothari, 2010). The descriptive research design was utilized in the study. This design was particularly suitable for providing a comprehensive and detailed overview of the phenomenon under investigation. By examining the influence of confrontation, cooperation, containment, and preventive mitigation strategies on county government performance, the descriptive research design enabled the researcher to accurately describe and analyze the relationships between these variables.

Through this design, the study gathered both qualitative and quantitative data to gain a wellrounded understanding of the subject. Quantitative data, collected through questionnaires and surveys, offered numerical insights into the extent to which each mitigation strategy impacted performance. On the other hand, qualitative data, collected through interviews, provided in-depth insights into the mechanisms through which these strategies influenced county government performance. The chosen research design aligned well with the objectives of the study, as it allowed for a thorough exploration of the relationships between mitigation strategies and government performance. By using a descriptive approach, the study aimed to provide a clear and detailed picture of how each strategy contributed to or hindered the performance of the Tana River County Government. Ultimately, this approach facilitated the generation of meaningful conclusions and recommendations to enhance the efficiency and effectiveness of the county government's operations.

3.4 Location of the study

The research was carried out under the administrative jurisdiction of Tana River County. Tana River County was classified as one of the six constituent counties within the Coast region. The region in question shared its boundaries with Kitui County to the western side, Garissa County to the northeastern side, Isiolo County to the northern side, Lamu County to the southeastern side, and Kilifi County to the southern side. The County consisted of three administrative sub-counties, namely Bura, Galole, and Tana Delta, as well as three constituencies, namely Galole, Bura, and Garsen. Additionally, there were a total of 15 electoral wards within the County.

3.5 Target population

The research employed a case study approach focusing on Tana River County Government. The respondents were drawn from the management staff members who represented different

administrative levels within the county government structure. These respondents were selected based on their roles and involvement in crisis mitigation and management within the county.

According to Table 1, the total number of respondents identified for the study was 136, comprising County Executive, County Chief Officers, Directors, Administrators, and County Officers who were representative of the county's management structure (Tana River County Government Report, 2023).

Table 1: Target Population

Strata	Target respondents
County Executive	10
County Chief Officers	16
Directors	20
Administrators	18
County Officers	72
Total	136

Source: Human Resource Tana River County (2024)

The selection of these respondents was justified by their direct involvement in policy formulation, decision-making processes, and implementation of various mitigation strategies within the county government. Their positions and experiences made them suitable informants for providing insights into how crisis mitigation strategies influence the performance of Tana River County Government. The County Executive and Chief Officers were included due to their role in strategic decisionmaking, while Directors and Administrators were selected for their involvement in tactical implementation of strategies. County Officers were included as they are directly involved in operational aspects of crisis mitigation and management.

3.6 Sampling procedures and techniques

The research used a census approach regarding the management staff of Tana River's County government as the unit of analysis. This excluded the use of a particular sample design and sampling procedure. Since there were only 136 participants in the study, the researcher decided to employ a census to ensure that every participant was reached. The ability to examine small and distinct demographic groupings and gather data on tiny geographic units ensured that population censuses remained unique in the future. The basis for the census technique did not change since, according to Orodho (2009), data collected by a census helped to get impartial data that represented all people's viewpoints in the research population on a study topic. The census technique was still justified because, according to Field (2006), census findings are more likely to be representative, accurate, and trustworthy than results from population samples. As a result, the census helped to generalize study results. Because there were no sampling mistakes, the census continued to provide a genuine representation of the population.

3.7 Data Collection Instruments

The study used questionnaires and interview guides to collect the data. The selection of questionnaires and interview guides as data collection instruments for the study was well-justified and aligned with the objectives of the research. Questionnaires were effective tools for gathering standardized data from a large number of participants, allowing for quantitative analysis of the influence of confrontation, cooperation, containment, and preventive mitigation strategies on the performance of the Tana River County Government. The structured nature of questionnaires ensured consistent data collection and enabled comparisons across responses.

On the other hand, the use of interview guides was justified by the need to delve deeper into participants' perspectives, experiences, and contextual nuances surrounding the implementation

and effectiveness of these mitigation strategies. Interviews allowed for open-ended discussions, providing qualitative insights that could enrich the quantitative findings from the questionnaires. This mixed-methods approach enhanced the research's comprehensiveness and helped triangulate the data, leading to a more holistic understanding of the complex interplay between mitigation strategies and performance outcomes. Additionally, interviews provided the opportunity to clarify any ambiguities that might have arisen from questionnaire responses and allowed participants to elaborate on their thoughts and experiences.

By combining both instruments, the study ensured a well-rounded investigation that captured both quantitative trends and qualitative nuances, leading to more robust and valid conclusions. This approach acknowledged the multifaceted nature of the research objectives and contributed to a comprehensive analysis of the factors influencing the performance of the county government of Tana River in the context of various mitigation strategies.

3.8 Pilot Study

The pilot study was conducted in Lamu County, involving 14 respondents from the county government which was 10% of the sample size. This choice was appropriate for several reasons. First, Lamu County shares similar geographical, socio-economic, and administrative characteristics with Tana River County, as both are coastal counties facing comparable challenges in terms of resource allocation, infrastructure development, and service delivery. Second, both counties experience similar crisis scenarios, including natural disasters like floods and droughts, making Lamu's crisis mitigation experiences particularly relevant. Third, the administrative structures in both counties are similar, allowing for meaningful testing of the research instruments' effectiveness. Fourth, Lamu County was selected to avoid potential contamination of the main study sample while maintaining contextual similarity, as conducting the pilot within Tana River

County could have influenced the responses in the main study. The pilot study findings from Lamu County provided valuable insights that enabled the researcher to refine the study instruments, thereby enhancing their validity and reliability for the main research. Conducting a pilot study was crucial to test the study instrument designs on a limited number of respondents before the main research. This allowed the researcher to identify and address any defects, impediments, or shortcomings in the instruments, ensuring their clarity and accuracy.

3.8.1 Validity Test

Ensuring the validity of research instruments is a critical step in any study to ensure the collected data accurately reflects the intended constructs. The validity was obtained from the supervisor, who counterchecked the questions in the research instruments to make sure they were satisfactory for data collection. The supervisors re-looked at the relationship between the statements developed in the research instrument and those indicators in the conceptual framework to ensure alignment. In combining the supervisor's expertise and rigorous statistical assessment, this validation approach strived to enhance the research's credibility by yielding valid and reliable results.

3.8.2 Reliability Test

The reliability of the questionnaire was determined by calculating the Cronbach alpha coefficient. Cronbach's Alpha Coefficient is preferred since it assesses the consistency of the variables of research instruments. Coefficients of more than 0.7 were regarded as adequate as recommended by Tavakol and Dennick (2011).

3.9 Data collection methods and procedures

The current study utilized primary data collection methods, specifically through the use of questionnaires and interviews. Questionnaires were employed as an effective means of gathering the necessary data for this particular research, ensuring ease of distribution and maintaining

confidentiality. In this study, closed-ended questions were utilized, employing a 5-point Likert scale. The questionnaire was divided into three sections. Section A focused on gathering information about the respondents, while section B explored crisis mitigation strategies, and Part C delved into organizational performance. To distribute the questionnaires, the researcher employed either the drop-off and pick-up approach or requested that respondents complete the questionnaires and return them to a specified address. A cover letter was included with the surveys, outlining the objective of the data collection and assuring the confidentiality of the gathered information. Prior to delivering and retrieving the completed questionnaires, the researcher scheduled appointments with the respondents.

3.10 Data Analysis Techniques and Procedures

Data analysis is a crucial step in the research process, involving the conversion of raw data into a readable and interpretable format (Pallant, 2020). In this study, the researcher began the data analysis process by cross-checking the duly filled questionnaires and interview guides to identify any errors or missing responses. Outliers in the research instruments were discarded to ensure data accuracy. For the qualitative data obtained from the interviews, thematic analysis was conducted to identify themes and patterns, which were presented in prose form. The quantitative data collected through closed-ended questions were organized, coded, and analyzed using the Statistical Package for the Social Sciences (SPSS) Version 28. Descriptive statistics were used to summarize the data, while inferential statistics were employed to examine relationships and test hypotheses. This comprehensive approach to data analysis enabled the researcher to derive meaningful insights and generate a quantitative report for the study. The results were presented using tables and graphs.

The multiple linear regression model was employed;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: "Y was the dependent variable (Performance of county government of Tana River) B_0 was "the regression coefficient/constant/Y-intercept $\beta_1, \beta_2, \beta_3,$ and β_4 were the slopes of the regression equation

X_1 = Confrontation mitigation strategies

X_2 = Cooperation mitigation strategies

X_3 = Containment mitigation strategies X_4 =

Preventive mitigation strategies ϵ will be the "Error term at a 95% confidence level.

The study employed multiple linear regression analysis because it provided the most suitable approach for examining the simultaneous influence of multiple independent variables (crisis mitigation strategies) on a single dependent variable (performance). This choice was justified by several factors: the data collected through Likert scales (1-5) provided continuous, interval-level measurements suitable for regression analysis; the need to assess both individual and combined effects of the predictor variables on performance; and the ability to examine the relative importance of each mitigation strategy through standardized coefficients.

3.11 Ethical considerations

Ethical considerations in the study were fundamental in safeguarding the rights and well-being of participants, as well as maintaining the integrity of the research process. Several key principles guided the ethical conduct of this study: First, informed consent was the cornerstone of ethical research. Participants were provided with clear and comprehensive information about the study's purpose, procedures, potential risks, and benefits. Their voluntary agreement to participate, without

any form of coercion, was essential. In the context of this study, county government employees participating in interviews and responding to questionnaires were fully informed about the research's objectives and their role in contributing to the study's outcomes.

Confidentiality also played a paramount role as an ethical consideration. Researchers ensured that participants' responses and identities remained confidential. Data collected were anonymized, and access to this information was restricted to authorized researchers only. This principle fostered an environment of trust and encouraged open and honest participation, as participants could share their perspectives without fear of repercussions.

Privacy considerations were critical as well. During interviews, participants were provided with a comfortable and private setting to discuss potentially sensitive topics related to performance and conflict within the county government. For online questionnaires, robust data protection measures were in place to secure participants' information and ensure that their privacy was upheld.

Voluntary participation was a fundamental right for research participants. They had the autonomy to choose whether to participate in the study or withdraw at any point without facing negative consequences. This principle recognized and respected individuals' decision-making capacity and underscored the importance of upholding their rights throughout the research process.

Avoiding harm was an ethical obligation that researchers upheld. Measures were taken to minimize any potential harm or discomfort to participants, ensuring that their emotional and psychological well-being was protected. Sensitivity in discussing topics related to performance, conflict, and mitigation strategies within the county government was crucial to avoid causing unnecessary distress.

Furthermore, transparency regarding the study's purpose and intent was essential. Researchers accurately disclosed the true nature of the research to participants, avoiding any misleading information that could compromise their understanding and willingness to participate. Additionally, researchers acknowledged and managed their biases to ensure that the study's findings remained impartial and unbiased. Maintaining objectivity was crucial for producing credible and valid research outcomes.

CHAPTER FOUR PRESENTATION, DISCUSSION AND INTERPRETATION OF FINDINGS

4.1 Introduction

The section presents the response rate, pilot study, demographic characteristics, descriptive statistics, inferential statistics, and discussion of the findings. Each of these sections is comprehensively presented.

4.2 Response Rate

The sample size for this study consisted of 10 county executives, 16 county chief officers, 20 directors, 18 administrators, and 72 county officers, totaling 136 participants. Of these, 124 respondents completed the questionnaire. The quantitative analysis and inferences were based on these 124 responses. The summary of the response rate is presented in Table 2.

Table 2: Response Rate

Strata	Sample Size	Response (Those responded)	Percentage
County Executive	10	9	0.9000
County Chief Officers	16	14	0.8750
Directors	20	18	0.9000
Administrators	18	16	0.8889
County Officers	72	67	0.9306
Total	136	124	0.9118

The study results, as shown in Table 2, reveal an average response rate of 91.18%, which is significantly higher than the 60% threshold recommended by Zhao, Wang, Hemani, and Bowden (2020) and Hemani, Tilling, and Smith (2017) for ensuring adequate representation in analyses. Such a high response rate boosts the study's credibility, as stakeholders may regard its conclusions with higher credibility. The robust response rate underscores the participants' engagement and interest in the study, potentially leading to a more insightful and comprehensive understanding of the subject matter. Additionally, the study randomly interviewed one respondent from each of the following categories: County Executive, County Chief Officers, Directors, Administrators, and County Officers.

4.3 Pilot Study

The pilot study was conducted in Lamu County, involving 14 respondents from the county government which was 10% of the sample size. The validity was obtained from the supervisor, who counterchecked the questions in the research instruments to make sure they were satisfactory for data collection. The supervisors re-looked at the relationship between the statements developed in the research instrument and those indicators in the conceptual framework to ensure alignment. The supervisor conducted a final review of the data collection tool and recommendations were utilized to finalize the instrument. The researcher calculated the Cronbach's alpha coefficient to examine the reliability of the research instruments. The reliability was calculated using Cronbach's alpha formula, and results were generated with the aid of SPSS.

The reliability results presented per variable offered a more comprehensive understanding of the instrument's consistency across different constructs, rather than relying on a single overall reliability measure. This approach was particularly important because the study examined distinct dimensions of crisis mitigation strategies (confrontation, cooperation, containment, and preventive) along with performance measures. Each construct represented unique aspects of the research, and their individual reliability scores (ranging from 0.791 to 0.885) provided specific insights into how well each section of the instrument performed. The results are presented in Table

3.

Table 3: Reliability Results

Variable	Number of items	Cronbach alpha	Comments
Confrontation mitigation strategies	6	0.847	Reliable

Cooperation mitigation strategies	6	0.791	Reliable
Containment mitigation strategies	6	0.823	Reliable
Preventive mitigation strategies	6	0.885	Reliable
Performance	6	0.809	Reliable

The results presented in Table 3 reveal that Cronbach's alpha coefficients for various constructs, including confrontation mitigation strategies, cooperation mitigation strategies, containment mitigation strategies, preventive mitigation strategies and performance, were all above 0.7. This indicates that these constructs are reliable. Taber (2018) asserts that Cronbach's alpha values for items included in a study should not fall below 0.7. Similarly, Golafshani (2003) contends that a Cronbach's alpha should not be lower than 0.7, a stance echoed by Gliem and Gliem (2003), who advocate for a Cronbach's alpha that exceeds 0.7. Therefore, the variables of this study are deemed reliable.

4.4 Demographic Characteristics

Demographic data is often used to understand the characteristics of a population and to make comparisons between different populations. In the study, the demographic data included age bracket of respondents, gender of respondents, period worked and level of education. The demographic data was an important part of the study because it helped to understand the characteristics of the respondents.

4.4.1 Age Bracket of Respondents

The study sought to examine the respondents' age bracket, and the results are presented in Figure 2

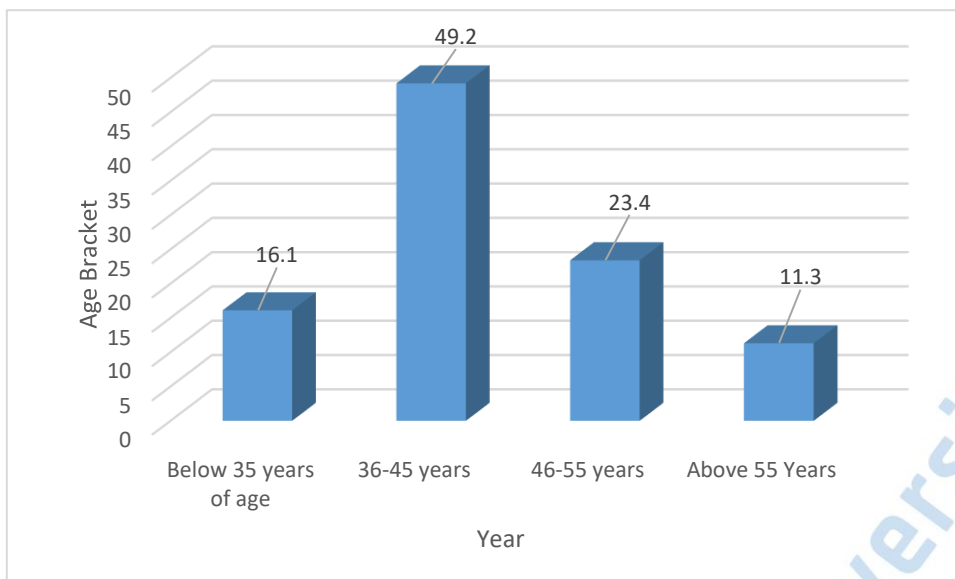


Figure 2: Age Bracket of Respondents

The study found that within the respondent demographic from Tana River County, which includes county executives, county chief officers, directors, administrators, and county officers, the age distribution skewed towards the middle-aged groups. The largest segment, 36-45 years, represented 49.2% of the total, indicative of a workforce that possesses considerable experience while still maintaining the vitality needed for innovative and energetic governance. Following this, the 46-55 age group comprised 23.4%, suggesting a significant presence of highly experienced individuals who likely hold senior and influential positions. The younger cohort, below 35 years, accounted for 16.1%, highlighting the infusion of newer perspectives and possibly less experienced individuals who are beginning their careers in public service. The smallest group, those above 55 years, made up 11.3% of the respondents, potentially occupying the most senior roles and nearing retirement. This implies that most employees are at a stage in their professional lives where they can effectively contribute to and influence the implementation of county policies, possibly leading to more pragmatic and seasoned decision-making processes in county governance.

4.4.2 Gender of Respondents

The study examined the gender of respondents, and the findings are presented in Figure 3

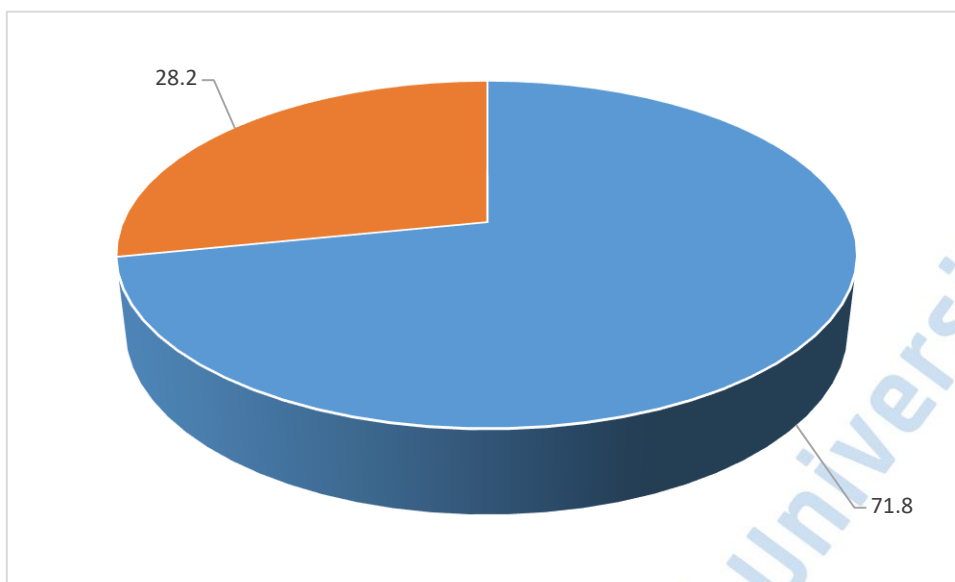


Figure 3: Gender of Respondents

The study found that 71.8% of respondents were males while 28.2% were females. This significant gender disparity implies that in Tana River County, there is a lack of equal representation and participation of women in the sectors or roles covered by the study. This disparity underscores the lack of inclusive representation of women across various roles and levels in the county's leadership and workforce. This gender disparity highlights the urgent need for proactive measures to promote greater inclusion and equal opportunities for women in different positions within the county government. Consequently, concerted efforts must be made to create an enabling environment that encourages and supports the participation and advancement of women in various roles and leadership positions within the county.

4.4.3 Period Worked

The study examined the period the respondents had worked in the county, and the data is presented in Figure 4.

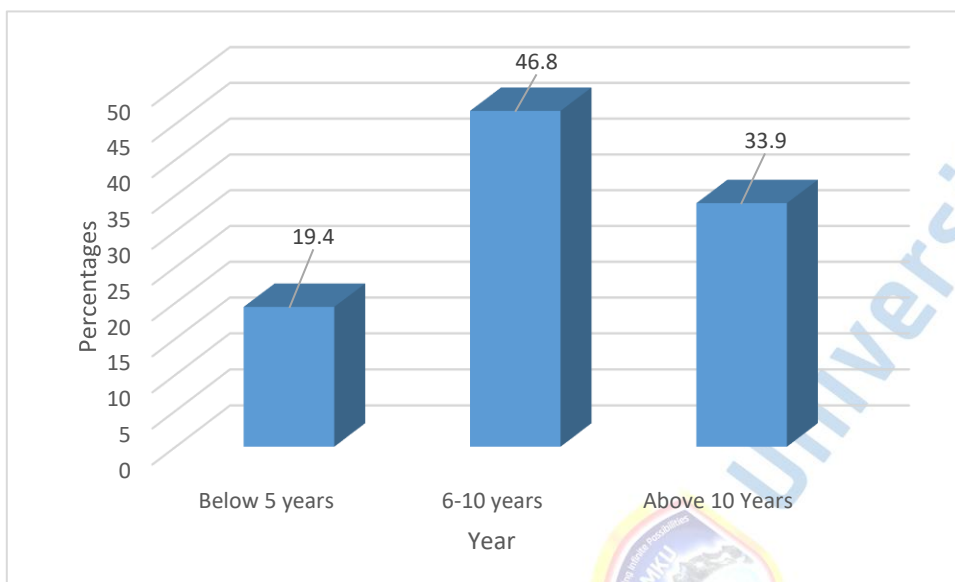


Figure 4: Period Worked

The study found that among the respondents from the county executive, county chief officers, directors, administrators and county officers, 19.4% had worked for the county government for less than 5 years, 46.8% had worked for 6-10 years, and 33.9% had worked for more than 10 years. This implies that opinions gathered from the respondents were likely to be adequate and wellinformed, as a combined 80.7% (46.8% + 33.9%) of the respondents had been working for the county government for 6 years or more. This significant proportion of experienced individuals suggests that the responses provided would be grounded in substantial familiarity with county operations, processes, and historical context. Additionally, the presence of respondents with over 10 years of experience (33.9%) implies that deep institutional knowledge and long-term perspectives were also captured in the study. Therefore, the findings of the current study can be

considered reliable and representative of the county government's workforce, as most respondents possessed substantial tenure and first-hand experience within the county.

4.4.4 Level of Education

The level of education of respondents was examined and the findings are presented in Figure 5

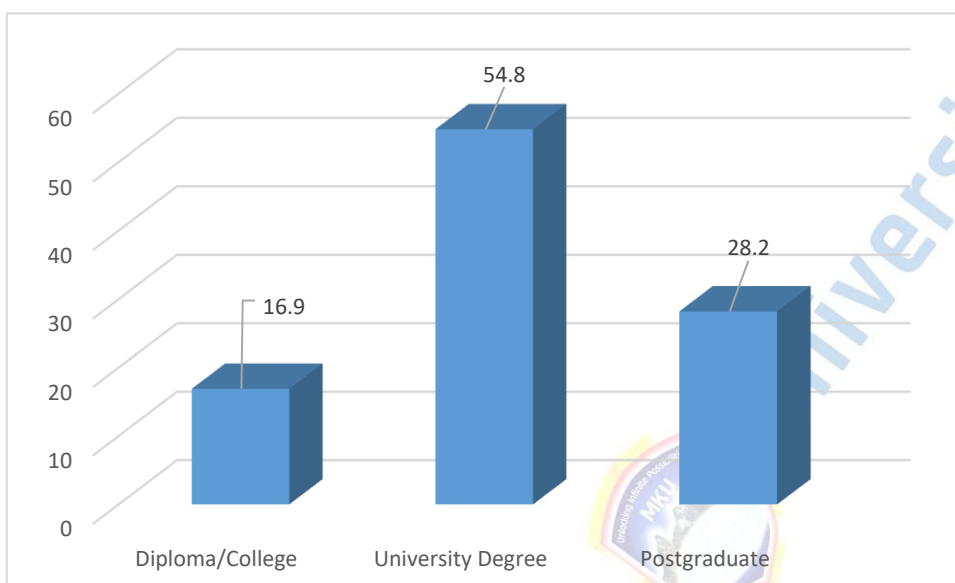


Figure 5: Level of Education

The level of education of the respondents, as presented in Figure 5, reveals a highly educated workforce within the county government. A majority of 54.8% possessed a university degree, while 28.2% had attained postgraduate qualifications, implying a strong emphasis on specialized knowledge and advanced expertise. Additionally, 16.9% of respondents held diploma or college-level education, contributing to a diverse range of educational backgrounds. This diversity in educational levels suggests opportunities for knowledge sharing, cross-pollination of ideas, and the integration of various perspectives within the county government's workforce. Overall, the findings indicate a workforce well-equipped to tackle complex challenges, leverage specialized expertise, and foster a dynamic and inclusive work environment.

4.5 Descriptive statistics

The study variables were confrontation mitigation strategies, cooperation mitigation strategies, containment mitigation strategies, preventive mitigation strategies and performance. The descriptive statistics of the variables are presented in the following sections according to the study objectives.

4.5.1 Confrontation Mitigation Strategies

The summary of the descriptive statistics of confrontation mitigation strategies are presented in Table 4

Table 4: Descriptive statistics of Confrontation Mitigation Strategies

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
The county has been quick to actions are taken to mitigate negative impacts	23.40%	58.10%	4.80%	11.30%	2.11	0.97	respond to crises, ensuring timely
The county has effectively identified and allocated the necessary resources for crisis management	38.70%	41.10%	3.20%	9.70%	7.30%	2.06	1.21
The establishment of a dedicated crisis management team by the county has significantly enhanced its ability to address emergencies	24.80%	57.20%	5.60%	8.40%	4.00%	2.05	1.00
The county has developed clear and efficient communication channels for crisis management	22.60%	50.80%	4.80%	19.40%	2.40%	2.28	1.09
There is strong coordination among different county departments during a crisis	30.20%	53.60%	1.60%	7.30%	7.30%	2.03	1.14
The county actively involves the community in its crisis management efforts	13.70%	66.10%	5.10%	9.50%	5.60%	2.27	1.01
Average						2.13	1.07

The study results found that 81.50% (23.40% + 58.10%) of the respondents disagreed that the county has been quick to respond to crises, ensuring timely actions are taken to mitigate negative impacts, while 13.70% (11.30% + 2.40%) agreed with the statement, and 4.80% remained neutral. The mean score of the statement was 2.11 with a standard deviation of 0.97. This implied that most of the respondents disagreed that the county has been quick to respond to crises, ensuring timely actions are taken to mitigate negative impacts. In addition, the study found that 79.80% (38.70% + 41.10%) of the respondents disagreed that the county has effectively identified and allocated the necessary resources for crisis management, while 17.00% (9.70% + 7.30%) agreed with the statement, and 3.20% remained neutral. The mean score of this statement was 2.06 with a standard deviation of 1.21.

Furthermore, 82.00% (24.80% + 57.20%) of the respondents disagreed that the establishment of a dedicated crisis management team by the county has significantly enhanced its ability to address emergencies, while 12.40% (8.40% + 4.00%) agreed with the statement, and 5.60% remained neutral. The mean score of this statement was 2.05 with a standard deviation of 1.00. Moreover, 73.40% (22.60% + 50.80%) of the respondents disagreed that the county has developed clear and efficient communication channels for crisis management, while 21.80% (19.40% + 2.40%) agreed with the statement, and 4.80% remained neutral. The mean score of this statement was 2.28 with a standard deviation of 1.09.

Additionally, 83.80% (30.20% + 53.60%) of the respondents disagreed that there is strong coordination among different county departments during a crisis, while 14.60% (7.30% + 7.30%) agreed with the statement, and 1.60% remained neutral. The mean score of this statement was 2.03 with a standard deviation of 1.14. Finally, 79.80% (13.70% + 66.10%) of the respondents disagreed that the county actively involves the community in its crisis management efforts, while 15.10%

(9.50% + 5.60%) agreed with the statement, and 5.10% remained neutral. The mean score of this statement was 2.27 with a standard deviation of 1.01. The average mean score across all statements was 2.13, with an average standard deviation of 1.07. This implied that, on average, most respondents disagreed with the statements regarding the county's crisis management strategies and their effectiveness.

From the interview sessions, the study found that the respondents had mixed views regarding the confrontation mitigation strategies employed by the county government of Tana River. The majority of respondents disagreed that the county has been quick to respond to crises, ensuring timely actions are taken to mitigate negative impacts. Furthermore, a significant portion of respondents felt that the county has not effectively identified and allocated the necessary resources for crisis management, nor has the establishment of a dedicated crisis management team significantly enhanced its ability to address emergencies.

Additionally, the study revealed that a substantial number of respondents disagreed that the county has developed clear and efficient communication channels for crisis management and that there is strong coordination among different county departments during a crisis. Moreover, a large proportion of respondents expressed dissatisfaction with the county's efforts to actively involve the community in its crisis management efforts. These findings suggest that the county's confrontation mitigation strategies may be lacking in several key areas, potentially hindering its ability to effectively manage and mitigate crises.

Regarding the impact of confrontation mitigation strategies on the county government's overall performance, the study results indicate a potential negative correlation. The respondents' dissatisfaction with the county's crisis response, resource allocation, communication channels,

interdepartmental coordination, and community involvement could hinder the achievement of its goals and objectives. Effective crisis management is crucial for maintaining operational continuity, minimizing disruptions, and ensuring the delivery of essential services to the community. When confrontation mitigation strategies are ineffective, the county government's performance may suffer from delays, inefficiencies, and a loss of public trust. Inadequate crisis response can lead to prolonged disruptions, further exacerbating the challenges faced by the county and hampering its ability to meet the needs and expectations of its residents.

Consequently, ineffective confrontation mitigation strategies may undermine the county government's overall performance and hinder its progress towards achieving its strategic objectives. However, it is essential to acknowledge the potential challenges and drawbacks associated with the implementation of confrontation mitigation strategies in the context of the county government's performance. Limited resources, budgetary constraints, and gaps in coordination and communication can pose significant obstacles to effective crisis management. Additionally, the complexity and unpredictability of crises can strain the county government's capabilities, requiring continuous adaptation and improvement of its strategies.

Furthermore, the involvement of multiple stakeholders, including various county departments, community groups, and external agencies, can present challenges in terms of aligning priorities, objectives, and decision-making processes. Ensuring effective collaboration and coordination among these diverse stakeholders during crisis situations can be a formidable task, potentially hindering the smooth implementation of confrontation mitigation strategies. Despite these challenges, it is crucial for the county government to prioritize the development and implementation of robust confrontation mitigation strategies. Continuous improvement, effective resource allocation, and fostering strong partnerships with key stakeholders can help mitigate the

drawbacks and enhance the county's ability to respond swiftly and effectively to crises, ultimately contributing to better overall performance and service delivery to the community.

The study corroborates with Omene (2021) who found that confrontation strategies through effective conflict resolution contribute to enhanced communication and overall organizational productivity. Furthermore, Tumwebaze (2019) established that direct confrontation through negotiation and third-party interventions positively impacted performance at Kampala Capital City Authority. Additionally, Agbo (2020) demonstrated that direct confrontation through proper conflict management significantly enhanced organizational effectiveness at the Broadcasting Corporation of Abia State. Guyo and Nyariki (2023) also found that effective confrontation of governance conflicts improved public administration performance in Tana River Sub-County.

4.5.2 Cooperation Mitigation Strategies

Table 5 presents the summary of the descriptive statistics of cooperation mitigation strategies.

Table 5: Descriptive statistics of Cooperation Mitigation Strategies

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
The county regularly consults with key stakeholders to form effective crisis management strategies	16.60%	59.60%	7.80%	10.30%	5.60%	1.98	1.07
There is a comprehensive preplanned crisis management approach in place within the county, ensuring preparedness and resilience	34.20%	46.10%	1.90%	13.20%	4.70%	2.06	1.12
The county effectively cooperates with media agencies during crises, ensuring accurate and timely information dissemination	36.10%	40.10%	5.30%	10.30%	8.20%	2.13	1.02

Holding joint social media updates with relevant organizations is a practice the county engages in during crises	30.70%	49.00%	2.40%	6.70%	11.20%	2.34	1.22
The county fosters partnerships with local organizations and businesses as part of its crisis management strategy, strengthening its response capabilities and performance	27.90%	45.60%	3.80%	17.00%	5.60%	2.19	1.12
Engagement with community leaders and groups is a key component of the county's crisis management efforts	40.40%	31.30%	7.50%	14.10%	6.60%	2.25	1.08
Average						2.16	1.10

The study results found that 76.20% (16.60% + 59.60%) of the respondents disagreed that the county regularly consults with key stakeholders to form effective crisis management strategies, while 15.90% (10.30% + 5.60%) agreed with the statement, and 7.80% remained neutral. The mean score of the statement was 1.98 with a standard deviation of 1.07. Additionally, the study found that 80.30% (34.20% + 46.10%) of the respondents disagreed that there is a comprehensive preplanned crisis management approach in place within the county, ensuring preparedness and resilience, while 17.90% (13.20% + 4.70%) agreed with the statement, and 1.90% remained neutral. The mean score of this statement was 2.06 with a standard deviation of 1.12.

Furthermore, 76.20% (36.10% + 40.10%) of the respondents disagreed that the county effectively cooperates with media agencies during crises, ensuring accurate and timely information dissemination, while 18.50% (10.30% + 8.20%) agreed with the statement, and 5.30% remained neutral. The mean score of this statement was 2.13 with a standard deviation of 1.02. Moreover, 79.70% (30.70% + 49.00%) of the respondents disagreed that holding joint social media updates with relevant organizations is a practice the county engages in during crises, while 17.90% (6.70% + 11.20%) agreed with the statement, and 2.40% remained neutral. The mean score of this statement was 2.34 with a standard deviation of 1.22.

Additionally, 73.50% (27.90% + 45.60%) of the respondents disagreed that the county fosters partnerships with local organizations and businesses as part of its crisis management strategy, strengthening its response capabilities and performance, while 22.60% (17.00% + 5.60%) agreed

with the statement, and 3.80% remained neutral. The mean score of this statement was 2.19 with a standard deviation of 1.12. Finally, 71.70% (40.40% + 31.30%) of the respondents disagreed that engagement with community leaders and groups is a key component of the county's crisis management efforts, while 20.70% (14.10% + 6.60%) agreed with the statement, and 7.50% remained neutral. The mean score of this statement was 2.25 with a standard deviation of 1.08. The average mean score across all statements was 2.16, with an average standard deviation of 1.10. This implied that, on average, most respondents disagreed with the statements regarding the county's cooperation mitigation strategies and their effectiveness.

From the interview sessions, it was found that the respondents expressed varying levels of dissatisfaction with the cooperation mitigation strategies employed by the county government of Tana River. The majority of respondents disagreed that the county regularly consults with key stakeholders to form effective crisis management strategies, indicating a lack of inclusivity and collaboration in the decision-making process. Additionally, most respondents felt that there is no comprehensive pre-planned crisis management approach in place, potentially leaving the county ill-prepared to address emergencies effectively. Furthermore, the study revealed that a substantial number of respondents believed that the county does not cooperate effectively with media agencies during crises to ensure accurate and timely information dissemination, which could lead to communication breakdowns and misinformation.

It was found that cooperation mitigation strategies can significantly contribute to improving the county government's overall performance and achieving its objectives and goals. By fostering collaborations with key stakeholders, such as media agencies, local organizations, businesses, and community leaders, the county can leverage diverse perspectives, resources, and expertise to develop more informed and tailored crisis management strategies. Effective cooperation promotes

a cohesive and coordinated approach, streamlining efforts, minimizing resource duplication, and enhancing the county's ability to respond swiftly and efficiently to emergencies. Furthermore, cooperation mitigation strategies can foster a sense of shared responsibility and collective action, promoting community buy-in and engagement, which are crucial for successful implementation and achieving desired outcomes.

The study found that the county government may encounter several challenges and obstacles when implementing cooperation mitigation strategies to enhance its performance. Limited resources, competing priorities, and potential conflicts of interest among stakeholders can hinder effective collaboration and coordination efforts. Additionally, the county may face resistance or lack of buy-in from certain stakeholders, particularly if there is a history of mistrust or strained relationships. Building trust, establishing clear communication channels, and demonstrating a genuine commitment to cooperative efforts can be challenging and time-consuming processes. Furthermore, the diversity of stakeholders involved, each with their own agendas, priorities, and operational structures, can pose challenges in terms of aligning objectives, decision-making processes, and ensuring seamless information sharing and coordination during crisis situations.

Nonetheless, despite the challenges, it is crucial for the county government to prioritize cooperation mitigation strategies as a means of enhancing its overall performance. By actively engaging with key stakeholders, fostering partnerships, and promoting open communication and collaboration, the county can leverage collective knowledge, resources, and expertise to develop more effective crisis management strategies and improve its ability to achieve its objectives and goals. Continuous effort and commitment to addressing the obstacles and fostering a culture of cooperation can help mitigate the challenges and pave the way for successful implementation of these strategies,

ultimately contributing to improved county performance and better service delivery to the community.

The study corroborates with Mousa, Zhang, and Sumarliah (2023) who established that cooperation through stakeholder engagement facilitated effective project implementation in Palestinian construction projects. Additionally, Mwangi (2022) found that cooperative crisis mitigation techniques positively influenced SME performance in Nairobi's manufacturing sector. Furthermore, Muatwa and Shale (2023) demonstrated that cooperation through procurement optimization significantly influenced the performance of Metropolitan Counties in Kenya.

4.5.3 Containment Mitigation Strategies

The summary of the descriptive statistics of containment mitigation strategies is presented in Table 6

Table 6: Descriptive statistics of Containment Mitigation Strategies

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
The county effectively limits the scope of crises when they arise, preventing further escalation	22.30%	61.10%	6.60%	8.80%	1.30%	2.06	0.87
The county provides alternative workplaces to ensure continuity of operations during crises	31.30%	52.00%	2.20%	11.90%	2.50%	2.02	1.02
Social distancing measures are promptly and effectively implemented by the county during relevant crises	18.50%	51.70%	5.30%	17.90%	6.60%	2.42	1.17
The county actively manages stakeholder expectations during crises, maintaining trust and communication	33.90%	40.80%	3.10%	16.90%	5.30%	2.19	1.22
Rapid deployment of emergency services and resources is a strength of the county, helping to contain crises	27.90%	45.10%	3.40%	20.40%	3.10%	2.26	1.16
The county employs targeted communication strategies to							

inform and guide the public during crises, effectively containing panic and misinformation	30.10%	37.30%	7.50%	16.00%	9.10%	2.37	1.31
Average						2.22	1.12

The study results found that 83.40% (22.30% + 61.10%) of the respondents disagreed that the county effectively limits the scope of crises when they arise, preventing further escalation, while 10.10% (8.80% + 1.30%) agreed with the statement, and 6.60% remained neutral. The mean score of the statement was 2.06 with a standard deviation of 0.87. Additionally, the study found that 83.30% (31.30% + 52.00%) of the respondents disagreed that the county provides alternative workplaces to ensure continuity of operations during crises, while 14.40% (11.90% + 2.50%) agreed with the statement, and 2.20% remained neutral. The mean score of this statement was 2.02 with a standard deviation of 1.02. Furthermore, 70.20% (18.50% + 51.70%) of the respondents disagreed that social distancing measures are promptly and effectively implemented by the county during relevant crises, while 24.50% (17.90% + 6.60%) agreed with the statement, and 5.30% remained neutral. The mean score of this statement was 2.42 with a standard deviation of 1.17.

Moreover, 74.70% (33.90% + 40.80%) of the respondents disagreed that the county actively manages stakeholder expectations during crises, maintaining trust and communication, while 22.20% (16.90% + 5.30%) agreed with the statement, and 3.10% remained neutral. The mean score of this statement was 2.19 with a standard deviation of 1.22. Additionally, 73.00% (27.90% + 45.10%) of the respondents disagreed that rapid deployment of emergency services and resources is a strength of the county, helping to contain crises, while 23.50% (20.40% + 3.10%) agreed with the statement, and 3.40% remained neutral. The mean score of this statement was 2.26 with a standard deviation of 1.16.

Finally, 67.40% (30.10% + 37.30%) of the respondents disagreed that the county employs targeted communication strategies to inform and guide the public during crises, effectively containing panic

and misinformation, while 25.10% (16.00% + 9.10%) agreed with the statement, and 7.50% remained neutral. The mean score of this statement was 2.37 with a standard deviation of 1.31. The average mean score across all statements was 2.22, with an average standard deviation of 1.12. This implied that, on average, most respondents disagreed with the statements regarding the county's containment mitigation strategies and their effectiveness.

From the interview sessions, it was found that the containment mitigation strategies employed by the county government can significantly influence its overall performance and ability to meet objectives and achieve goals. The study revealed that a majority of respondents disagreed that the county effectively limits the scope of crises when they arise, preventing further escalation. Failure to contain crises promptly can lead to widespread disruptions, resource depletion, and prolonged recovery periods, ultimately hindering the county's ability to maintain operational continuity and deliver essential services effectively.

The study found that the containment mitigation strategies, when implemented effectively, can contribute to improved performance by minimizing the impact of crises and ensuring business continuity. Strategies such as providing alternative workplaces, promptly implementing social distancing measures, actively managing stakeholder expectations, rapidly deploying emergency services and resources, and employing targeted communication strategies can help contain crises, maintain public trust, and mitigate potential escalations. By containing crises and their associated disruptions, the county government can better allocate resources towards achieving its core objectives and goals, rather than diverting significant efforts towards crisis management and recovery.

In addition, it was reported that the county government faces several challenges and hurdles when implementing containment mitigation strategies to boost its performance. Limited resources,

logistical constraints, and the unpredictable nature of crises can strain the county's capabilities to respond swiftly and effectively. Coordinating the deployment of emergency services, resources, and personnel across various departments and agencies can be a complex undertaking, requiring robust communication channels and synchronized efforts. Additionally, managing stakeholder expectations and effectively communicating with the public during crisis situations can be challenging, particularly when dealing with rapidly evolving circumstances and the potential for misinformation to spread.

The study found that overcoming these challenges requires a comprehensive and well-coordinated approach to containment mitigation strategies. Investing in emergency preparedness, conducting regular training and drills, fostering inter-agency collaboration, and leveraging advanced communication technologies can enhance the county's ability to respond rapidly and effectively to crises. Furthermore, establishing clear protocols, decision-making processes, and contingency plans can streamline crisis management efforts and minimize the potential for confusion or delays. By addressing these challenges proactively, the county government can strengthen its containment mitigation strategies, ultimately improving its overall performance and ability to achieve its objectives and goals, even in the face of emergencies or unforeseen events.

The study corroborates with Mochi and Mutswenje (2022) who found that containment measures significantly impacted SME operations in Nairobi's CBD. Additionally, Jaaffar et al. (2023) established that containment through crisis management expertise improved hotel performance in Jordan. Furthermore, Orji and Okolie (2021) demonstrated that while containment measures awareness was high among Imo State residents, their effectiveness depended on proper implementation strategies.

4.5.4 Preventive Mitigation Strategies

Table 7 presents the descriptive statistics of preventive mitigation strategies.

Table 7: Descriptive statistics of Preventive Mitigation Strategies

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
The county has clearly defined prevention policies in place, which are crucial for avoiding potential crises	40.40%	35.40%	6.60%	14.10%	3.40%	2.05	1.16
Effective detection systems are in place within the county to identify potential crises early, allowing for timely interventions	16.90%	60.20%	7.80%	9.40%	5.60%	2.27	1.03
There is a focused crisis management plan that addresses specific potential crises	20.40%	51.10%	4.70%	21.60%	2.20%	2.34	1.10
Risk management skills are actively developed and valued within the county's workforce, contributing significantly to its ability to prevent crises	30.10%	49.20%	2.20%	7.20%	11.30%	2.01	1.26
Regular training and drills are conducted by the county to ensure all staff are prepared for potential crises, reinforcing prevention strategies	24.80%	57.70%	3.80%	8.50%	5.30%	2.12	1.05
The county engages in continuous monitoring of internal and external environments to anticipate and prevent potential crises	32.30%	43.90%	4.70%	10.00%	9.10%	2.20	1.25
Average						2.17	1.14

The study results found that 75.80% (40.40% + 35.40%) of the respondents disagreed that the county has clearly defined prevention policies in place, which are crucial for avoiding potential crises, while 17.50% (14.10% + 3.40%) agreed with the statement, and 6.60% remained neutral. The mean score of the statement was 2.05 with a standard deviation of 1.16. Additionally, the study found that 77.10% (16.90% + 60.20%) of the respondents disagreed that effective detection systems are in place within the county to identify potential crises early, allowing for timely

interventions, while 15.00% (9.40% + 5.60%) agreed with the statement, and 7.80% remained neutral. The mean score of this statement was 2.27 with a standard deviation of 1.03.

Furthermore, 71.50% (20.40% + 51.10%) of the respondents disagreed that there is a focused crisis management plan that addresses specific potential crises, while 23.80% (21.60% + 2.20%) agreed with the statement, and 4.70% remained neutral. The mean score of this statement was 2.34 with a standard deviation of 1.10. Moreover, 79.30% (30.10% + 49.20%) of the respondents disagreed that risk management skills are actively developed and valued within the county's workforce, contributing significantly to its ability to prevent crises, while 18.50% (7.20% + 11.30%) agreed with the statement, and 2.20% remained neutral. The mean score of this statement was 2.01 with a standard deviation of 1.26.

Additionally, 82.50% (24.80% + 57.70%) of the respondents disagreed that regular training and drills are conducted by the county to ensure all staff are prepared for potential crises, reinforcing prevention strategies, while 13.80% (8.50% + 5.30%) agreed with the statement, and 3.80% remained neutral. The mean score of this statement was 2.12 with a standard deviation of 1.05. Finally, 76.20% (32.30% + 43.90%) of the respondents disagreed that the county engages in continuous monitoring of internal and external environments to anticipate and prevent potential crises, while 19.10% (10.00% + 9.10%) agreed with the statement, and 4.70% remained neutral. The mean score of this statement was 2.20 with a standard deviation of 1.25. The average mean score across all statements was 2.17, with an average standard deviation of 1.14. This implied that, on average, most respondents disagreed with the statements regarding the county's preventive mitigation strategies and their effectiveness.

The study corroborates with Ntare, Shau, and Ojwang (2022) who found that preventive components including monitoring, identification, and risk assessment significantly affected SME

performance in Dar es Salaam. Additionally, Wikarsa, Pandelaki, and Kurnia (2022) established that preventive measures enhanced outcomes in Manado city. Furthermore, Payton (2021) demonstrated that preventive crisis communications maintained organizational viability. Gikuhi (2020) also found that preventive strategies were crucial for business continuity in Kenyan star-rated hotels.

4.5.5 Performance

The summary of the descriptive statistics of performance is presented in Table 8

Table 8: Descriptive statistics of Performance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
The county has been providing better services compared to other counties, indicating a superior approach to community needs and performance.	35.50%	6.40%	7.30%	2.02	1.11	2.18	1.19
In terms of infrastructure development, the county outperforms neighboring counties, showcasing its commitment to long-term growth and performance.	45.20%	6.40%	7.30%	2.02	1.11	2.18	1.19
The county's service delivery is more timely and efficient compared to other counties, reflecting its high operational standards and performance.	32.30%	41.80%	8.10%	11.30%	6.50%	2.35	1.33
Residents in the county experience a higher quality of service across various sectors than those in surrounding counties, highlighting exceptional performance.	30.70%	39.50%	3.20%	16.90%	9.70%	2.26	0.99
The proactive and innovative infrastructure projects in the county set it apart from others, contributing to its outstanding performance and community wellbeing.	14.50%	64.50%	6.50%	9.70%	4.80%	2.08	0.98
The county's responsiveness to service requests and issues surpasses that of neighboring counties, emphasizing its dedication to excellence in performance and service delivery.	25.80%	55.70%	5.60%	10.50%	2.40%	2.20	1.12
Average						2.20	1.12

The study results found that 80.70% (35.50% + 45.20%) of the respondents disagreed that the county has been providing better services compared to other counties, indicating a superior approach to community needs and performance, while 12.90% (7.30% + 5.60%) agreed with the statement, and 6.40% remained neutral. The mean score of the statement was 2.02 with a standard deviation of 1.11. Additionally, the study found that 74.10% (32.30% + 41.80%) of the respondents disagreed that in terms of infrastructure development, the county outperforms neighboring counties, showcasing its commitment to long-term growth and performance, while 17.80% (11.30% + 6.50%) agreed with the statement, and 8.10% remained neutral. The mean score of this statement was 2.18 with a standard deviation of 1.19.

Furthermore, 70.20% (30.70% + 39.50%) of the respondents disagreed that the county's service delivery is timelier and more efficient compared to other counties, reflecting its high operational standards and performance, while 26.60% (16.90% + 9.70%) agreed with the statement, and 3.20% remained neutral. The mean score of this statement was 2.35 with a standard deviation of 1.33. Moreover, 79.00% (14.50% + 64.50%) of the respondents disagreed that residents in the county experience a higher quality of service across various sectors than those in surrounding counties, highlighting exceptional performance, while 14.50% (9.70% + 4.80%) agreed with the statement, and 6.50% remained neutral. The mean score of this statement was 2.26 with a standard deviation of 0.99.

Additionally, 81.50% (25.80% + 55.70%) of the respondents disagreed that the proactive and innovative infrastructure projects in the county set it apart from others, contributing to its outstanding performance and community well-being, while 12.90% (10.50% + 2.40%) agreed with the statement, and 5.60% remained neutral. The mean score of this statement was 2.08 with a standard deviation of 0.98. Finally, 76.70% (19.40% + 57.30%) of the respondents disagreed that

the county's responsiveness to service requests and issues surpasses that of neighboring counties, emphasizing its dedication to excellence in performance and service delivery, while 20.90% (15.30% + 5.60%) agreed with the statement, and 2.40% remained neutral. The mean score of this statement was 2.31 with a standard deviation of 1.12. The average mean score across all statements was 2.20, with an average standard deviation of 1.12. This implied that, on average, most respondents disagreed with the statements regarding the county's performance compared to other counties.

The study corroborates with Dagohoy (2022) who found performance improved with effective government preventive actions in Panabo City. Additionally, Tumwebaze (2019) established that performance at KCCA improved through effective crisis management. Furthermore, Agbo (2020) demonstrated that performance at the Broadcasting Corporation of Abia State was enhanced through coordinated crisis approaches. Mwangi (2022) also found that performance of manufacturing SMEs improved with proper crisis mitigation implementation.

4.6 Inferential Statistics

The inferential statistics section included the correlation and regression analyses. Correlation analysis was employed to identify the strength and direction of associations among variables, providing insights into how they relate to each other. Regression analysis further explored these relationships, allowing for the prediction of dependent variable values based on the independent variables.

4.6.1 Correlation Analysis

Correlation analysis examines the association between independent and dependent variables. The correlation results are summarized in Table 9.

Table 9: Correlation Results

		Performance	Confrontation mitigation strategies	Cooperation mitigation strategies	Containment mitigation strategies	Preventive mitigation strategies
Performance	Pearson Correlation Sig. (2-tailed)	1.000				
Confrontation mitigation strategies	Pearson Correlation Sig. (2tailed)	.575** 0.000	1.000			
Cooperation mitigation strategies	Pearson Correlation Sig. (2tailed)	.618** 0.000	.420** 0.000	1.000		
Containment mitigation strategies	Pearson Correlation Sig. (2tailed)	.680** 0.000	.580** 0.000	.530** 0.000	1.000	
Preventive mitigation strategies	Pearson Correlation Sig. (2tailed)	.628** 0.000	.425** 0.000	.325** 0.000	.535** 0.000	1.000

The study found that confrontation mitigation strategies are positively and significantly associated with performance ($r=0.575$, $p=0.000$). Cooperation mitigation strategies also show a positive significant association with performance ($r=0.618$, $p=0.000$). In addition, containment mitigation strategies are similarly positively correlated with performance ($r=0.680$, $p=0.000$). Finally, the study found that preventive mitigation strategies have a positive association with performance ($r=0.628$, $p=0.000$). The study results concur with the findings of John-Eke and Akintokunbo (2020) who indicated that constructive conflict management enhances organizational effectiveness

by fostering healthy competition and improved communication. Tumwebaze (2019) reported that negotiation and third-party interventions positively impact employee performance at Kampala Capital City Authority. Agbo (2020) demonstrated a significant positive correlation between conflict management and organizational effectiveness at the Broadcasting Corporation of Abia State. Mwangi (2022) showed that crisis mitigation techniques positively influence performance. Jaaffar et al. (2023) emphasized that transformational leadership and crisis management expertise improve performance during crises. Ntare, Shau, and Ojwang (2022) indicated that effective enterprise risk management practices significantly boost performance.

4.6.2 Regression Analysis

The goal of regression is to find the best linear combination of the independent variables that can predict the dependent variable. All the independent variables are included in the model. The multiple regression analysis includes the analysis of model fitness, analysis of variance and regression of coefficient. The study results of multiple model fitness are presented in Table 10

Table 10: Model Fitness

<u>Model</u>	<u>R</u>	<u>R Square</u>	<u>Adjusted R Square</u>	<u>Std. Error of the Estimate</u>
1	.812a	0.659	0.647	0.1880959

a Predictors: Confrontation mitigation strategies, cooperation mitigation strategies, containment mitigation strategies, preventive mitigation strategies.

The study results in Table 10 show that the R Square value is 0.659, indicating that approximately 65.9% of the variance in the dependent variable, which is the performance of Tana River County government can be explained by the predictors: Confrontation mitigation strategies, cooperation mitigation strategies, containment mitigation strategies and preventive mitigation strategies. This substantial proportion suggests a strong collective influence of these predictors on performance.

The analysis of variance results in the multiple analysis are presented in Table 11

Table 11: Analysis of Variance (ANOVA)

<u>Model</u>	<u>Sum of Squares</u>	<u>df</u>	<u>Mean Square</u>	<u>F</u>	<u>Sig.</u>
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1	Regression	8.133	4	2.033	57.469	.000b
	Residual	4.21	119	0.035		
	Total	12.343	123			

a Dependent Variable: Performance b Predictors: Confrontation mitigation strategies, cooperation mitigation strategies, containment mitigation strategies, preventive mitigation strategies.

The study results presented in Table 11 show that the p-value associated with the Analysis of Variance (ANOVA) for the regression model is 0.000. This indicates that the model, which includes predictors such as confrontation mitigation strategies, cooperation mitigation strategies, containment mitigation strategies and preventive mitigation strategies is statistically significant in explaining the variation in performance. With a p-value below the conventional threshold of 0.05, there is strong evidence to suggest that the relationship between the predictors and performance is not due to random chance. Therefore, the findings provide robust support for the significant influence of these predictors on the performance of Tana River County government. The regression of coefficient results is presented in Table 12

Table 12: Regressions of Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.043	0.154		0.280	0.780
Confrontation mitigation strategies	0.128	0.053	0.162	2.406	0.018
Cooperation mitigation strategies	0.334	0.068	0.313	4.897	0.000
Containment mitigation strategies	0.196	0.061	0.246	3.229	0.002

Preventive mitigation strategies	0.286	0.056	0.325	5.063	0.000
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a Dependent Variable: Performance

The multiple regression model thus becomes;

$$Y = 0.043 + 0.128X_1 + 0.334X_2 + 0.196X_3 + 0.286X_4$$

Where: Y= Performance; X₁ = Confrontation mitigation strategies; X₂ = Cooperation mitigation strategies; X₃ = Containment mitigation strategies; X₄ = Preventive mitigation strategies

The study found that confrontation mitigation strategies are positively and significantly related to the performance of Tana River County government ($\beta=0.128$, $p=0.018$). Cooperation mitigation strategies also demonstrate a positive and significant relationship with performance ($\beta=0.334$, $p=0.000$). Similarly, containment mitigation strategies display a positive and significant relationship with performance ($\beta=0.196$, $p=0.002$). Finally, preventive mitigation strategies exhibit a positive and significant relationship with performance ($\beta=0.286$, $p=0.000$). The study results concur with the findings of Omene (2021), who revealed that effective conflict management strategies improve decision-making and organizational productivity. John-Eke and Akintokunbo (2020) reported that constructive conflict management enhances organizational effectiveness by fostering healthy competition and improved communication.

Tumwebaze (2019) indicated that negotiation and third-party interventions positively impact employee performance at Kampala Capital City Authority. Agbo (2020) demonstrated a significant positive correlation between conflict management and organizational effectiveness at the Broadcasting Corporation of Abia State. Guyo and Nyariki (2023) identified governance conflicts between different government levels as detrimental to public administration performance. Mousa, Zhang, and Sumarliah (2023) noted that addressing public-private partnership barriers facilitates

project implementation in Palestinian construction projects. Mwangi (2022) showed that crisis mitigation techniques positively influence performance. Moochi and Mutswenje (2022) discovered that containment measures impact performance.

Jaaffar et al. (2023) emphasized that transformational leadership and crisis management expertise improve performance during crises. Orji and Okolie (2021) found high awareness but limited effectiveness of social media in promoting COVID-19 preventive measures among Imo State residents. Ntare, Shau, and Ojwang (2022) indicated that effective enterprise risk management practices significantly boost performance. Payton (2021) highlighted the importance of crisis communication for maintaining organizational reputation and viability. Gikuhi (2020) confirmed that comprehensive crisis management strategies are crucial for business continuity.

4.7 Discussion of the Findings

The descriptive statistics revealed an average mean score of 2.13 (SD=1.07), indicating that most respondents disagreed with the statements regarding the county's confrontation mitigation strategies and their effectiveness. This low score suggests shortcomings in the county's ability to address crises head-on and resolve conflicts proactively. The correlation analysis demonstrated a positive and significant association between confrontation mitigation strategies and performance ($r=0.575$, $p=0.000$). Furthermore, the regression analysis revealed a positive and significant relationship between confrontation mitigation strategies and performance ($\beta=0.128$, $p=0.018$). These findings highlight the importance of effective confrontation strategies for enhancing organizational performance, despite the county's perceived inadequacies in this area. A comprehensive review and overhaul of the county's confrontation mitigation approaches are necessary to align them with best practices and unlock their potential for improving crisis management and overall performance.

The descriptive statistics for cooperation mitigation strategies mirrored the concerning trend, with an average mean score of 2.16 (SD=1.10), implying that most respondents disagreed with the statements regarding the county's cooperation mitigation strategies and their effectiveness. This low score suggests inadequacies in the county's efforts to collaborate and cooperate with stakeholders in crisis mitigation. The correlation analysis revealed a positive and significant association between cooperation mitigation strategies and performance ($r=0.618$, $p=0.000$). Additionally, the regression analysis demonstrated a positive and significant relationship between cooperation mitigation strategies and performance ($\beta=0.334$, $p=0.000$). These findings underscore the importance of robust cooperation strategies for enhancing organizational performance, despite the county's perceived shortcomings. The county should prioritize the development of strong partnerships, communication channels, and collaborative frameworks to leverage collective expertise and resources for effective crisis mitigation and improved performance.

The descriptive statistics for containment mitigation strategies further reinforced the concerning trend, with an average mean score of 2.22 (SD=1.12), indicating that most respondents disagreed with the statements regarding the county's containment mitigation strategies and their effectiveness. This low score suggests inadequacies in the county's efforts to contain and limit the impact of crises. The correlation analysis revealed a positive and significant association between containment mitigation strategies and performance ($r=0.680$, $p=0.000$). Moreover, the regression analysis demonstrated a positive and significant relationship between containment mitigation strategies and performance ($\beta=0.196$, $p=0.002$). These findings highlight the crucial role of effective containment strategies in enhancing organizational performance, despite the county's perceived shortcomings. A thorough assessment and strengthening of the county's containment mitigation strategies,

including contingency planning, resource allocation, and rapid response mechanisms, are essential for minimizing the negative consequences of crises and improving overall performance.

The descriptive statistics for preventive mitigation strategies solidified the overall pattern, with an average mean score of 2.17 (SD=1.14), implying that most respondents disagreed with the statements regarding the county's preventive mitigation strategies and their effectiveness. This low score suggests inadequacies in the county's efforts to anticipate and prevent crises. The correlation analysis revealed a positive and significant association between preventive mitigation strategies and performance ($r=0.628$, $p=0.000$). Furthermore, the regression analysis demonstrated a positive and significant relationship between preventive mitigation strategies and performance ($\beta=0.286$, $p=0.000$). These findings underscore the importance of robust preventive strategies for enhancing organizational performance, despite the county's perceived shortcomings. The county should invest in comprehensive risk assessment, early warning systems, and proactive mitigation measures to enhance its crisis preparedness, resilience, and overall performance.

The study results concur with the findings of Tumwebaze (2019) who indicated that negotiation and third-party interventions positively impact employee performance at Kampala Capital City Authority. Agbo (2020) demonstrated a significant positive correlation between conflict management and organizational effectiveness at the Broadcasting Corporation of Abia State. Guyo and Nyariki (2023) identified governance conflicts between different government levels as detrimental to public administration performance. Omene (2021), who revealed that effective conflict management strategies improve decision-making and organizational productivity. JohnEke and Akintokunbo (2020) reported that constructive conflict management enhances organizational effectiveness by fostering healthy competition and improved communication.

Mousa, Zhang, and Sumarliah (2023) noted that addressing public-private partnership barriers facilitates project implementation in Palestinian construction projects. Mwangi (2022) showed that crisis mitigation techniques positively influence performance. Moochi and Mutswenje (2022) discovered that containment measures impact performance. Jaaffar et al. (2023) emphasized that transformational leadership and crisis management expertise improve performance during crises. Orji and Okolie (2021) found high awareness but limited effectiveness of social media in promoting COVID-19 preventive measures among Imo State residents.

CHAPTER FIVE SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter encompasses comprehensive discussions on the summary of the findings, conclusions drawn from the research outcomes, recommendations and suggestions for further studies. Each of the section is discussed in depth.

5.2 Summary of Findings

The summary of the findings is based on the research objectives. The first objective of the study was to examine the effect of confrontation mitigation strategies on the performance of Tana River County government. The descriptive statistics revealed a concerning average mean score of 2.13 (SD=1.07), indicating that most respondents disagreed with the statements regarding the county's confrontation mitigation strategies and their effectiveness. The correlation analysis demonstrated a positive and significant association between confrontation mitigation strategies and performance

($r=0.575$, $p=0.000$). Furthermore, the regression analysis revealed a positive and significant relationship between confrontation mitigation strategies and performance ($\beta=0.128$, $p=0.018$). These findings highlight the importance of effective confrontation strategies for enhancing organizational performance, despite the county's perceived inadequacies in this area. Effective confrontation strategies are crucial for addressing crises head-on, resolving conflicts proactively, and mitigating potential negative impacts on performance.

The second objective was to determine the influence of cooperation mitigation strategies on the performance of Tana River County government. The descriptive statistics mirrored the concerning trend, with an average mean score of 2.16 ($SD=1.10$), implying that most respondents disagreed with the statements regarding the county's cooperation mitigation strategies and their effectiveness. The correlation analysis revealed a positive and significant association between cooperation mitigation strategies and performance ($r=0.618$, $p=0.000$). Additionally, the regression analysis demonstrated a positive and significant relationship between cooperation mitigation strategies and performance ($\beta=0.334$, $p=0.000$). These findings underscore the importance of robust cooperation strategies for enhancing organizational performance. Collaboration and coordination among various stakeholders are essential for leveraging collective expertise, resources, and support, ultimately contributing to improved crisis management and performance outcomes.

The third objective was to establish the influence of containment mitigation strategies on the performance of Tana River County government. The descriptive statistics further reinforced the concerning trend, with an average mean score of 2.22 ($SD=1.12$), indicating that most respondents disagreed with the statements regarding the county's containment mitigation strategies and their effectiveness. The correlation analysis revealed a positive and significant association between containment mitigation strategies and performance ($r=0.680$, $p=0.000$). Moreover, the regression

analysis demonstrated a positive and significant relationship between containment mitigation strategies and performance ($\beta=0.196$, $p=0.002$). These findings highlight the crucial role of effective containment strategies in enhancing organizational performance. Effective containment strategies are vital for preventing crises from escalating, minimizing negative consequences, and protecting stakeholders and resources, ultimately contributing to improved performance outcomes.

The fourth objective was to assess the influence of preventive mitigation strategies on the performance of Tana River County government. The descriptive statistics solidified the overall pattern, with an average mean score of 2.17 ($SD=1.14$), implying that most respondents disagreed with the statements regarding the county's preventive mitigation strategies and their effectiveness.

The correlation analysis revealed a positive and significant association between preventive mitigation strategies and performance ($r=0.628$, $p=0.000$). Furthermore, the regression analysis demonstrated a positive and significant relationship between preventive mitigation strategies and performance ($\beta=0.286$, $p=0.000$). These findings underscore the importance of robust preventive strategies for enhancing organizational performance. Effective preventive strategies, such as risk assessment, early warning systems, and proactive mitigation measures, are essential for anticipating and mitigating potential crises, thereby ensuring crisis preparedness, resilience, and improved performance outcomes.

The study results agree with the findings of John-Eke and Akintokunbo (2020) who reported that constructive conflict management enhances organizational effectiveness by fostering healthy competition and improved communication. Tumwebaze (2019) indicated that negotiation and third-party interventions positively impact employee performance at Kampala Capital City Authority. Agbo (2020) demonstrated a significant positive correlation between conflict management and organizational effectiveness at the Broadcasting Corporation of Abia State. Guyo

and Nyariki (2023) identified governance conflicts between different government levels as detrimental to public administration performance. Mousa, Zhang, and Sumarliah (2023) noted that addressing public-private partnership barriers facilitates project implementation in Palestinian construction projects. Mwangi (2022) showed that crisis mitigation techniques positively influence performance. Moochi and Mutswenje (2022) discovered that containment measures impact performance. Payton (2021) highlighted the importance of crisis communication for maintaining organizational reputation and viability.

5.3 Conclusions

Based on the regression results that revealed a positive and significant relationship between confrontation mitigation strategies and performance ($\beta=0.128$, $p=0.018$), the study concludes that effective confrontation mitigation strategies have a positive influence on the performance of Tana River County government. Confrontation strategies, such as quick response to crises, specifying necessary resources, forming crisis teams, and designing effective communication channels, are crucial for directly addressing crises and conflicts in a proactive manner. By implementing these robust confrontation approaches, the county can respond swiftly and decisively to crises, resolve conflicts effectively, and minimize disruptions to its operations and service delivery, ultimately leading to improved overall performance.

In addition, based on the regression results that demonstrated a positive and significant relationship between cooperation mitigation strategies and performance ($\beta=0.334$, $p=0.000$), the study concludes that cooperation mitigation strategies have a significant positive influence on the performance of Tana River County government. Cooperation strategies, including consultation with stakeholders, pre-planned crisis management, cooperating with media agencies, and holding joint social media updates, are essential for fostering collaboration among various stakeholders,

enabling more comprehensive and coordinated crisis mitigation efforts. By leveraging collective expertise, resources, and support through strong partnerships and open communication channels, the county can enhance its crisis management capabilities and contribute to better performance outcomes.

Moreover, based on the regression results that showed a positive and significant relationship between containment mitigation strategies and performance ($\beta=0.196$, $p=0.002$), the study concludes that effective containment mitigation strategies have a positive influence on the performance of Tana River County government. Containment strategies aimed at limiting the scope of crises, providing alternative workplaces, implementing social distancing measures, and managing stakeholder expectations are crucial for preventing further escalation and minimizing negative consequences. By implementing these robust containment measures, the county can effectively contain crises, protect stakeholders and resources, maintain operational continuity, and ultimately enhance overall performance.

In addition, based on the regression results that revealed a positive and significant relationship between preventive mitigation strategies and performance ($\beta=0.286$, $p=0.000$), the study concludes that preventive mitigation strategies have a positive influence on the performance of Tana River County government. Preventive strategies, such as defined prevention policies, detection of potential crises, focused crisis plans, and risk management skills, are essential for anticipating and mitigating potential threats before they occur. By investing in these proactive measures, the county can effectively identify and address potential risks, reduce the likelihood of crises, minimize potential disruptions to operations, and ultimately improve crisis preparedness, resilience, and overall performance outcomes.

5.4 Recommendations

The recommendations presented capture both managerial and policy recommendations.

5.4.1 Managerial Recommendations

The study recommends that Tana River County government should strengthen its confrontation mitigation strategies by establishing rapid response teams, ensuring availability of necessary resources for crisis management, and designing effective communication channels. County managers should develop clear protocols for crisis response, establish dedicated crisis management units, and conduct regular training for staff to enhance their crisis response capabilities. This managerial approach will help minimize disruptions, resolve conflicts efficiently, and mitigate potential negative impacts on operations and service delivery.

In addition, the study recommends that county managers should prioritize cooperation mitigation strategies by developing formal structures for stakeholder engagement and collaboration. This should include establishing regular consultation forums with internal departments, external agencies, and community members, creating clear communication protocols with media agencies, and implementing joint social media update mechanisms. Managers should also develop standard operating procedures for inter-departmental coordination during crises and establish clear lines of authority and responsibility.

Moreover, the study recommends that county management should implement robust containment mitigation strategies through the development of comprehensive business continuity plans. These plans should detail alternative workplace arrangements, specify protocols for enforcing protective measures like social distancing when needed, and outline clear procedures for stakeholder communication during crises. Managers should also establish crisis monitoring systems and

develop clear escalation protocols to prevent crisis situations from worsening. Besides, the study recommends that county managers should invest in preventive mitigation strategies by establishing a dedicated risk management unit. This unit should be responsible for developing and maintaining early warning systems, conducting regular risk assessments, and coordinating crisis prevention training programs. Management should also implement regular drills and simulations to test crisis response readiness and identify areas for improvement in prevention protocols.

The study also recommends that county management should develop comprehensive performance measurement systems specifically focused on crisis management effectiveness. This should include establishing key performance indicators for crisis response times, stakeholder satisfaction during crises, and the effectiveness of prevention measures. Regular monitoring and evaluation of these metrics will help managers identify areas requiring improvement and adjust strategies accordingly. The study recommends that county managers should establish dedicated budget lines for crisis mitigation activities and invest in appropriate technology and infrastructure to support crisis management efforts. This includes implementing modern communication systems, establishing emergency operations centers, and acquiring necessary equipment and resources for crisis response. Management should also ensure regular maintenance and upgrading of these resources to maintain operational readiness.

5.4.2 Policy Recommendations

The study recommends that Tana River County government should develop comprehensive crisis management policies aligned with Vision 2030's objectives of enhanced governance and public service delivery. These policies should clearly articulate crisis response protocols, resource allocation procedures, and accountability mechanisms. The policies should also incorporate specific provisions for different types of crises and outline clear roles and responsibilities for all

stakeholders involved in crisis management. Besides, the study recommends that the county should formulate policies that support the achievement of SDG 11 (Sustainable Cities and Communities) and SDG 16 (Peace, Justice and Strong Institutions) through enhanced crisis management frameworks. These policies should focus on building resilient communities, strengthening institutional capacity for crisis response, and promoting inclusive approaches to crisis management that ensure no one is left behind during emergencies.

The study also recommends that policy frameworks should be developed to support the African Union Agenda 2063's aspiration of capable institutions and transformed leadership. These policies should emphasize capacity building for crisis management, promote innovative approaches to crisis response, and establish mechanisms for knowledge sharing and learning from crisis experiences. The policies should also promote regional cooperation and coordination in crisis management. Moreover, the study recommends that policies should be developed to align crisis management strategies with Kenya's Big Four Agenda, particularly in enhancing disaster preparedness and resilience. These policies should integrate crisis management considerations into all aspects of county development planning, establish clear funding mechanisms for crisis response, and promote sustainable approaches to crisis prevention and management.

The study recommends that policy frameworks should be established to support the County Integrated Development Plan (CIDP) goals through enhanced crisis management capabilities. These policies should promote integrated approaches to crisis management, establish clear mechanisms for community participation in crisis response, and ensure that crisis management strategies contribute to the county's overall development objectives. The policies should also establish clear monitoring and evaluation frameworks to assess the effectiveness of crisis management strategies.

The study recommends that policies should be developed to promote partnerships and collaboration in crisis management at both national and international levels. These policies should establish frameworks for resource sharing during crises, promote knowledge exchange with other counties and countries, and facilitate access to international support for crisis management. The policies should also promote the adoption of international best practices in crisis management while ensuring their adaptation to local contexts.

5.5 Suggestions for Further Studies

The study recommends that future research explores additional variables that may contribute to a more comprehensive understanding of crisis mitigation and organizational performance in county governments. While the current study accounted for 65.9% of the variance in performance by examining confrontation, cooperation, containment, and preventive mitigation strategies, investigating factors such as leadership styles, organizational culture, resource availability, stakeholder engagement, and the adoption of emerging technologies in crisis management could further enhance the explanatory power of the model.

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APPENDICES

Appendix I: Cover Letter

Dear Respondent,

I am currently undertaking a research project titled " Influence of Crisis Mitigation Strategies on Performance of Tana River County in Kenya." Your knowledge and insights are of great importance to this study. I would greatly appreciate it if you could dedicate some of your valuable time to fill out this questionnaire. Please be assured that your participation is instrumental to the success of this research. I assure you that your responses will be kept anonymous and confidential. Please refrain from adding your name to the questionnaire to maintain this anonymity. Thank you in advance for your contribution to this study.

Yours Sincerely

Wehliye Ahmed Dakat

Appendix II: Consent Form

Hi my name is **Wehliye Ahmed Dakat** Pursuing Masters in business Management (strategic Management option) at Mount Kenya University. Am Doing research project on “Influence of mitigation strategies on performance of Tana River County Kenya” Kenyan counties have faced significant challenges due to inadequate crisis mitigation strategies, particularly in managing natural disasters and health crises. The absence of effective early warning systems and preparedness plans in some counties has resulted in delayed responses to drought conditions, worsening food insecurity and water scarcity issues. This has prompted the researcher to look at the mitigation strategies that can be put into consideration to help counties to be on high level of preparedness in disaster managements. This is with the aim of collecting and analysing data which will enhance improvement in the way counties will mitigate disasters such floods and others emerging issues like covid 19.

Your role as a participant will be to respond to all questions and the feedback will be used for the purposes of the research only. Your participation is voluntary and you have the right to decline participation in the study or pull out from participation at any point in time without any consequence.

Please feel free to ask the researcher questions if any before you consent to participate

I understand and do accept to participate in this study.

Sign: 

Witness: 

Appendix III: Questionnaire

The study intends to assess the impact of crisis mitigation techniques on Tana River County government performance. It should take around 10 minutes to complete the survey. The information you give will be kept with strict secrecy and used purely for academic study. The results will be disseminated broadly, with no personal information included in the paper.

Part A: Background Information

1. Please indicate your age?

Below 35 years of age ()

36-45 years ()

46-55 years ()

Above 55 Years

2. Please indicate your gender?

Male ()

Female ()

3. How long have you worked with the county government?

Below 5 years ()

6-10 years ()

Above 10 Years

4. What is your level of education?

Diploma/College ()

University Degree ()

Postgraduate ()

SECTION B: CRISIS MITIGATION STRATEGIES ON PERFORMANCE OF COUNTY GOVERNMENT OF TANA RIVER

5. Please tick the level of agreement of the following statements, as shown in the table. Please indicate in the table with a tick (√) or across (×) with a scale of 5= strongly agree 4= Agree 3= Neutral 2= Disagree 1= Strongly Disagree

CONFRONTATION STRATEGIES STATEMENTS	5	4	3	2	1
The county has been quick to respond to crises, ensuring timely actions are taken to mitigate negative impacts					
The county has effectively identified and allocated the necessary resources for crisis management					
The establishment of a dedicated crisis management team by the county has significantly enhanced its ability to address emergencies					
The county has developed clear and efficient communication channels for crisis management					
There is strong coordination among different county departments during a crisis					
The county actively involves the community in its crisis management efforts					
COOPERATION STRATEGIES STATEMENTS	5	4	3	2	1

The county regularly consults with key stakeholders to form effective crisis management strategies					
There is a comprehensive pre-planned crisis management approach in place within the county, ensuring preparedness and resilience					
The county effectively cooperates with media agencies during crises, ensuring accurate and timely information dissemination					
Holding joint social media updates with relevant organizations is a practice the county engages in during crises					
The county fosters partnerships with local organizations and businesses as part of its crisis management strategy, strengthening its response capabilities and performance					
Engagement with community leaders and groups is a key component of the county's crisis management efforts					
CONTAINMENT STRATEGIES STATEMENTS	5	4	3	2	1
The county effectively limits the scope of crises when they arise, preventing further escalation					
The county provides alternative workplaces to ensure continuity of operations during crises					
Social distancing measures are promptly and effectively implemented by the county during relevant crises					
The county actively manages stakeholder expectations during crises, maintaining trust and communication					
Rapid deployment of emergency services and resources is a strength of the county, helping to contain crises					
The county employs targeted communication strategies to inform and guide the public during crises, effectively containing panic and misinformation					

PREVENTIVE STRATEGIES STATEMENTS	5	4	3	2	1
The county has clearly defined prevention policies in place, which are crucial for avoiding potential crises					
Effective detection systems are in place within the county to identify potential crises early, allowing for timely interventions					
There is a focused crisis management plan that addresses specific potential crises					
Risk management skills are actively developed and valued within the county's workforce, contributing significantly to its ability to prevent crises					
Regular training and drills are conducted by the county to ensure all staff are prepared for potential crises, reinforcing prevention strategies					
The county engages in continuous monitoring of internal and external environments to anticipate and prevent potential crises					
PERFORMANCE	5	4	3	2	1
The county has been providing better services compared to other counties, indicating a superior approach to community needs and performance.					
In terms of infrastructure development, the county outperforms neighboring counties, showcasing its commitment to long-term growth and performance.					

The county's service delivery is more timely and efficient compared to other counties, reflecting its high operational standards and performance.					
Residents in the county experience a higher quality of service across various sectors than those in surrounding counties, highlighting exceptional performance.					
The proactive and innovative infrastructure projects in the county set it apart from others, contributing to its outstanding performance and community well-being.					
The county's responsiveness to service requests and issues surpasses that of neighboring counties, emphasizing its dedication to excellence in performance and service delivery."					

THANK YOU

Appendix IV: Interview Guides

1. Can you please describe the confrontation mitigation strategies that the county government of Tana River employs?
2. How do these confrontation mitigation strategies impact the overall performance of the county government in terms of achieving its goals and objectives?
3. Are there any challenges or drawbacks associated with the implementation of confrontation mitigation strategies in the context of the county government's performance?
4. Could you elaborate on the cooperation mitigation strategies employed by the county government of Tana River to enhance its performance?
5. How do these cooperation mitigation strategies contribute to improving the county government's overall performance, particularly in achieving its objectives and goals?

6. Are there any challenges or obstacles that the county government encounters when implementing cooperation mitigation strategies to enhance its performance?
7. How do these containment mitigation strategies influence the county government's overall performance, specifically its ability to meet its objectives and achieve goals?
8. What challenges or hurdles does the county government face when implementing containment mitigation strategies to boost its performance?
9. Can you please elaborate on the preventive mitigation strategies that the county government of Tana River employs to enhance its performance?
10. How do these preventive mitigation strategies impact the county government's overall performance, particularly in achieving its set objectives and goals?



Appendix V: Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MBA/2019/50041

29th April, 2024

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: WEHLIYE AHMED DAKAT - REGISTRATION NO. MBA/2019/50041

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is "**Influence of Crisis Mitigation Strategies on Performance of Tana River County in Kenya.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **May, 2024 and July, 2024.**

Any assistance accorded to the student will be highly appreciated.






Thank you.


Dr. Samuel M. Karenga, PhD
Director, Graduate Studies
Enc.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
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Graduate Studies

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Chartered and ISO 9001 : 2015 Certified Institution.
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Appendix VI: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
RefNo: 167922	Date of Issue: 22/May/2024
RESEARCH LICENSE	
	
This is to Certify that Mr. WEHLIYE AHMED DAKAT of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Tana River on the topic: INFLUENCE OF CRISIS MITIGATION STRATEGIES ON PERFORMANCE OF TANA RIVER COUNTY IN KENYA for the period ending : 22/May/2025.	
License No: NACOSTI/P/24/35463	
167922 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	

The National Commission for Science, Technology and Innovation, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
 - i. Endanger national security
 - ii. Adversely affect the lives of Kenyans
 - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
 - iv. Result in exploitation of intellectual property rights of communities in Kenya
 - v. Adversely affect the environment
 - vi. Adversely affect the rights of communities
 - vii. Endanger public safety and national cohesion
 - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
4. The license any rights thereunder are non-transferable
5. The Commission reserves the right to cancel the research at any time during the research period if in the opinion of the Commission the research is not implemented in conformity with the provisions of the Act or any other written law.
6. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research.
7. Excavation, filming, movement, and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
8. The License does not give authority to transfer research materials.
9. The Commission may monitor and evaluate the licensed research project for the purpose of assessing and evaluating compliance with the conditions of the License.
10. The Licensee shall submit one hard copy, and upload a soft copy of their final report (thesis) onto a platform designated by the Commission within one year of completion of the research.
11. The Commission reserves the right to modify the conditions of the License including cancellation without prior notice.
12. Research, findings and information regarding research systems shall be stored or disseminated, utilized or applied in such a manner as may be prescribed by the Commission from time to time.
13. The Licensee shall disclose to the Commission, the relevant Institutional Scientific and Ethical Review Committee, and the relevant national agencies any inventions and discoveries that are of National strategic importance.
14. The Commission shall have powers to acquire from any person the right in, or to, any scientific innovation, invention or patent of strategic importance to the country.
15. Relevant Institutional Scientific and Ethical Review Committee shall monitor and evaluate the research periodically, and make a report of its findings to the Commission for necessary action.

Appendix VII: ERC Certificate



Mount Kenya University

REF: MKU/ISERC/3665
TO: WEHLIYE AHMED DAKAT
REG: MBA/2019/50041

Date: 26 April 2024

Dear Sir/Madam,

RE: INFLUENCE OF CRISIS MITIGATION STRATEGIES ON PERFORMANCE OF TANA RIVER COUNTY IN KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2709**. The approval period is **26/04/2024 - 25/04/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,



Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342 - 0100, Thika

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Appendix VIII: Plagiarism Report

