

---

# GOVERNMENT CRISIS AND RISK COMMUNICATION ON COVID-19 PANDEMIC: A CONCEPTUAL PAPER

*Nani Kurniasari*

Universiti Sains Malaysia, Malaysia  
nani.kurniasari@student.usm.my

*Sharifah Nadiah Syed Mukhiar\**

Universiti Sains Malaysia, Malaysia  
nadiahmukhiar@usm.my

*Suriati Saad*

Universiti Sains Malaysia, Malaysia  
suriatisaad@usm.my

---

## ABSTRACT

This study present a conceptual paper on government communication about public health crisis, which is COVID-19 pandemic. In this paper, a conceptual framework for government crisis communication is offered after a careful review and analysis of the relevant literature. The study is possible to arrange the research on crisis communication to be related based on the application of the theory and the model. Having a thorough understanding of crisis communication may enable practitioners or crisis communicators to develop innovative approaches to successfully involve stakeholders, such as citizens. In conclusion, this conceptual work might be seen as starting point for other scholars who want to particularly investigate crisis communication, including disasters both natural and man-made.

**Keywords:** *COVID-19 pandemic, crisis communication, government communication, public health crisis, risk communication*

## INTRODUCTION

Since the end of 2019, the world was hit by an outbreak of the disease known as Coronavirus Disease 2019 (COVID-19). COVID-19 is an infectious disease caused by the SARS-CoV-2 virus. According to CDC (US Department of Health and Human Services. Center for Disease Control and Prevention, 2018), infectious disease outbreak is a situation where there has been an inadvertent discharge of germs, viruses, or other microbes that has sickened or killed people, animals, or plants. The majority of COVID-19 carriers will suffer from mild to moderate respiratory disease. When an infected individual speaks, sneezes, sings or coughs, the COVID-19 can spread from their lips or nose in tiny liquid particles. Larger respiratory

droplets and smaller aerosols are among these particles. Serious sickness is more likely to strike older persons and those with underlying medical conditions including cancer, diabetes, cardiovascular disease, or chronic respiratory diseases (WHO, 2021). COVID-19 can cause anyone to become very ill or pass away at any age. Being knowledgeable about the COVID-19, the illness it produces, and how it spreads is the greatest strategy to avoid and slow down transmission.

The spread of the corona virus is becoming increasingly violent. On 11 February 2020, WHO announced a new official name for the virus previously named severe acute respiratory disease 2019-nCov, short for the 2019-novel Coronavirus as Coronavirus Disease 2019 or shortened to COVID-19 (World Health Organization, 2020). After the number of COVID-19 infections worldwide had targeted 121,000 sufferers, on March 11, 2020 the Director General of the World Health Organization (WHO) Tedros Adhanom Ghebreyesus declared the corona virus as a global pandemic.

Data as of September 8, 2022 from the WHO's official website (WHO, 2021), COVID-19 has attacked 233 countries with a total confirmed case of 603.711.760 people with death toll of 6.484.136 people. As a global crisis, COVID-19 has created unprecedented challenges for crisis management in various countries (Mas'udi & Winanti, 2020) including crisis communication. Norway government reputation management research stated that in their crisis communication, the government was forthright. It was also compassionate and flexible to some extent, although this was limited by the necessity to be firm and the desire for nationally defined metrics. Within the restrictions of hurry, uncertainty, and the necessity for robust regulations, the government also followed commonly accepted and suitable rules, methods, and regulations addressing involvement and collaboration (Christensen & Lægheid, 2020).

In Australia, the history of quarantine policies and pandemic reactions, in general, have been mostly reactionary. In the middle of the pandemic, the Australian COVID-19 quarantine policy responses are being proactively adjusted. Given the clinical severity of COVID-19, Australia is able to properly negotiate mid-pandemic policy changes, coordinate and engage with subnational players, and emphasise on evidence-based science and medical analysis (Moloney & Moloney, 2020) this article analyzes quarantine policy change across 120 years of Australian quarantine history. By anchoring its analysis within specific time periods (the years before the Spanish flu, seven decades of inaction, and multiple post-1997 pandemic updates and responses.

The announcement of the first COVID-19 case was a turning point for the Indonesian central government in responding to the threat of the pandemic. On March 14, 2020, the government declared the corona virus attack as a non-natural national disaster while forming a special body called the COVID-19 Response Acceleration Task Force (*Gugus Tugas Percepatan Penanganan COVID-19*). Then new statuses began to be considered and declared to prevent the spread of COVID-19 from becoming more widespread in the country. In April 2020, large-scale social restrictions (*Pembatasan Sosial Berskala Besar/PSBB*) has been implemented for certain areas that fall into the red zone category such as Jakarta and parts of West Java, then followed throughout Indonesia on April 14, 2020. Other policies to prevent the spread of COVID-19 were issued, including a ban on going home from big cities (Kemenkes RI, 2020). The new status was announced by the Indonesian central government in February 2021 through the implementation of micro-enforcement of restrictions on community activities (*Pemberlakuan Pembatasan Kegiatan Masyarakat/ Micro PPKM*) throughout Indonesia. Emergency PPKM

status in Java-Bali has been implemented on 3-20 July 2021 and following outside Java-Bali on 12-21 July 2021. Next, on 20-25 July 2021 PPKM Level 4 has been implemented throughout Indonesia. Then on 7 September 2021 PPKM Level 4 & 3 was implemented in Java-Bali and Level 2 & 1 outside Java-Bali (Nurita & Wibowo, 2022). As of September 12, 2022 on the official website of the COVID-19 Response Acceleration Task Force (Satuan Tugas Penanganan COVID-19, 2022), positive cases reached 6.392.492 people, the number of patients recovered was 6.200.776 and 157.770 died from 510 districts spread over all 34 provinces, had been recorded by the Indonesian central government.

A study examines the various communication methods used by the Chinese government to reach out to its people in the wake of the COVID-19 pandemic (Li et al., 2021). The research discovered that the central government supported employing advocacy and bolstering while the Wuhan local government agencies mostly embraced instructing and adjusting information. These results demonstrated the situational nature of political agents' techniques in the power dynamics to advance political agendas, showing how different levels of government are involved in unique strategic crisis communication patterns to coordinate and regulate activity at all levels of government.

Many studies investigating crisis communication have been conducted in developed countries like China (Lu, 2020), Australia (Reyes Bernard et al., 2021), United States (Liu et al., 2021) but they have not always managed these episodes successfully. Given the gravity of the pandemic, best practices research can help higher education institutions combat public health crises and other threats. This study examines and assesses the crisis communication of U.S. colleges and universities in response to the COVID-19 pandemic using the best practices framework. Findings indicate that higher education institutions have employed communication consistent with best practices, with some important modifications. Findings also answer calls to contextualize crisis communication best practices within specific organizational contexts and as a values-based framework.

author:{"dropping-particle":"","family":"Liu","given":"Brooke","non-dropping-particle":"","parse-names":false,"suffix":""},{"dropping-particle":"","family":"Lim","given":"JungKyu Rhys","non-dropping-particle":"","parse-names":false,"suffix":""},{"dropping-particle":"","family":"Shi","given":"Duli","non-dropping-particle":"","parse-names":false,"suffix":""},{"dropping-particle":"","family":"Edwards","given":"America","non-dropping-particle":"","parse-names":false,"suffix":""},{"dropping-particle":"","family":"Islam","given":"Khairul","non-dropping-particle":"","parse-names":false,"suffix":""},{"dropping-particle":"","family":"Sheppard","given":"Ronisha","non-dropping-particle":"","parse-names":false,"suffix":""},{"dropping-particle":"","family":"Seeger","given":"Matthew","non-dropping-particle":"","parse-names":false,"suffix":""}, {"container-title":"Journal of International Crisis and Risk Communication Research","id":"ITEM-1","issue":"3","issued":{"date-parts":[["2021"]]},"page":"451-484","title":"Evolving Best Practices in Crisis Communication: Examining U.S. Higher Education's Responses to the COVID-19 Pandemic","type":"article-journal","volume":"4"},"uris":["http://www.mendeley.com/documents/?uuid=822b97e7-c256-4180-8a40-bef4fea081c7"],"mendeley":{"formattedCitation":"(Liu et al., 2021, (London & Matthews, 2022) survey data from the Covid States Project, and pandemic-relevant Twitter statuses posted by US state governors. Our results show that governors alter their communication patterns and tone after developments in the pandemic and that such changes in communication patterns are accompanied by subsequent changes in public perception of the governor's response to the pandemic. Implications for theory and practice

are discussed.”,”author”:[{“dropping-particle”：“”,“family”：“London”,“given”：“Jackie”,“non-dropping-particle”：“”,“parse-names”：false,“suffix”：“”},{“dropping-particle”：“”,“family”：“Matthews”,“given”：“Kevin”,“non-dropping-particle”：“”,“parse-names”：false,“suffix”：“”}],“container-title”：“Journal of Decision Systems”,“id”：“ITEM-1”,“issue”：“1-2”,“issued”:{“date-parts”：[[“2022”]],“page”：“150-170”,“publisher”：“Taylor & Francis”,“title”：“Crisis communication on social media - lessons from Covid-19”,“type”：“article-journal”,“volume”：“31”},“uris”：[“http://www.mendeley.com/documents/?uuid=ef1098cd-ff71-496b-aec6-57dd537e9b”]],“mendeley”:{“formattedCitation”：“(London & Matthews, 2022 and (Michela et al., 2022), Sweden (Heide & Simonsson, 2021), Canada (Mouloudi, 2022), and Germany (Kishore Shahi et al., 2022). Research on online communication of national public health agencies during the COVID-19 pandemic in Italy, Sweden & United States (Tagliacozzo et al., 2021) this study examines the online communication of national public health agencies during the COVID-19 pandemic in Italy, Sweden, and the United States. Based on content analysis of Twitter data (n = 856 and social media use in government health agencies (Sandoval-Almazan & Valle-Cruz, 2021) and (Sutton et al., 2020). In Indonesia, there are studies have been done about government communication crisis, especially on COVID-19 pandemic. However, none of them conducted the necessary in-depth interviews with public officials as informants to gain more in-depth insight about Indonesian central government crisis risk communication during COVID-19 pandemic. Whereas, to combat the COVID-19 pandemic, effective government communication is crucial. In order to accomplish the objectives in handling COVID-19, it is not only important to manage public opinion, it is also important to manage the complete communication process that occurs in government (Ardiyanti, 2020). This conceptual paper intends to improve our comprehension of the body of knowledge and research on crisis communication, particularly in light of the COVID-19 pandemic that has spread to various countries.

## LITERATURE REVIEW

### Government Communication

According to Canel & Sanders (Canel & Sanders, 2013) government communication is the role, practice, aims, and achievements of communication as it takes place in and on behalf of public institutions whose primary end is executive in the service of a political rationale, and that are constituted on the basis of the people’s indirect or direct consent and charged to enact their will. It includes prime ministerial or presidential communication as well as mayoral or local and regional government communication. While (Pasquier, 2012) defines government communication as all the activities of public sector institutions and organizations that are aimed at conveying and sharing information, primarily for the purpose of presenting and explaining government decisions and actions, promoting the legitimacy of these interventions, defending recognized values and helping to maintain social bonds.

Previous research has established that national unity becomes the focal communicative strategy in the construction of the national identity. The elite interviews demonstrate that government actors tend to describe engagement using the notion of dialogic communication. While acknowledging the advancement in communication technologies, government actors emphasize that the face to face engagement initiatives with the citizens are of central importance in the nation-building process (Kasimon, 2020).

## Crisis & Crisis Communication

Crisis is characterized by high level of potential risk (e.g., loss of life) and rapid responses by public officials to combat the threat, as well as unplanned events that disrupt daily routines (Spence et al., 2007). As researches noted (Austin et al., 2012), natural disasters, industrial mishaps, and deliberate actions are all examples of crises. Organizational, local, national, and worldwide rifts can result from crises, which can also put citizens in danger (Untari, 2020).

Crisis communication is the perception of an unanticipated incident that could seriously compromise stakeholders' high expectations for the company and that could have a negative impact on the organization's performance (Coombs, 2019). Communication is the fundamental means of forming bonds and obtaining the information needed to make decisions and make adjustments (Veil et al., 2008) the authors provide an overview of CERC and examine the relationship of risk communication to crisis communication, the role of communication in emergency response, and the theoretical underpinnings of CERC. The article offers an initial set of propositions based on the CERC framework and concludes with a discussion of future directions.

author: [{"dropping-particle":"","family":"Veil","given":"Shari","non-dropping-particle":"","parse-names":false,"suffix":""}, {"dropping-particle":"","family":"Reynolds","given":"Barbara","non-dropping-particle":"","parse-names":false,"suffix":""}, {"dropping-particle":"","family":"Sellnow","given":"Timothy L.","non-dropping-particle":"","parse-names":false,"suffix":""}, {"dropping-particle":"","family":"Seeger","given":"Matthew W.","non-dropping-particle":"","parse-names":false,"suffix":""} ], "container-title":"Health promotion practice","id":"ITEM-1","issue":"4","issued":{"date-parts":[["2008"]]}, "page":"26-34","title":"CERC as a theoretical framework for research and practice.", "type":"article-journal","volume":"9"}, {"uris":["http://www.mendeley.com/documents/?uuid=a932d21a-9485-4d43-8940-ebb1e33e221d"]}, "mendeley":{"formattedCitation":"(Veil et al., 2008. In crisis planning response, both relationships and information are essential. Communication failures and breakdowns can increase the damage caused by a crisis. Diverse, inconsistent, and fluctuating government public information leads to public confusion. People use social media to disseminate a lot of unverified information. It adds to the difficulty of dealing with the coronavirus outbreak in Indonesia (Masduki et al., 2022).

The term "crisis communication" is most commonly used to (1) describe the communication activities of an organization or agency facing a crisis, in which they must communicate about the crisis to their organization, various partners, and the general public, and (2) to refer to emergency management and the need to inform and alert the general public about an event. In this scenario, crisis communication could relate to the efforts of community leaders to keep the public informed (Reynolds & Seeger, 2014).

Crisis communication tries to prevent or mitigate the negative consequences of a crisis, and it frequently serves as an educational tool. Such communications persuade the recipient to take action in order to avoid a potential threat or detrimental impact, as well as to build a reasonable knowledge of the risk. The crisis message provides clear directions on the current situation of the crises and the measures that need be addressed now (Spence et al., 2007).

The term "emergency" refers to both crisis and disasters. Natural, weather-related, manmade disasters, infectious disease pandemics, and exposure to dangerous biological, radiological, and chemical agents are all examples of emergencies that pose a threat to life, health, and infrastructure (US Department of Health and Human Services. Center for Disease Control and Prevention, 2018). Emergencies can strike communities at any time. Corona Virus Disease 2019 (COVID-19) pandemic is one of the emergencies that may pose a threat to any

community at an instant. The COVID-19 pandemic halted people's regular daily lives in all countries and it continues to pose a global threat to public health (Reyes Bernard et al., 2021).

A fundamental characteristic of crisis communication is that it is typically used as an emergency communication strategy when at least three crises are present: (1) a crisis or unprecedented event with significant negative effects on people's lives and the economy (such as the COVID-19 pandemic), (2) a communication crisis that could prevent key stakeholders from collaborating on a solution (such as the COVID-19 infodemics), and (3) a potential trust crisis that is either already underway or is developing (e.g., public trust crises) (Su et al., 2021) such as coronavirus disease 2019 (COVID-19).

### Risk Communication

Risk communication is an interactive process in which individuals, groups, and institutions exchange information and opinions. It includes information regarding the nature of risk as well as non-risk messages that reflect worries, opinions, or reaction to risk messages or legal or institutional risk management structure (Sellnow et al., 2009). By risk communication, a communicator aims to tell the audience of the predicted kind (good or bad) and strength (weak or strong) of a result from a conduct or exposure (Reynolds & Seeger, 2014). Successful risk communication or information dissemination improves people's awareness and drives the public and households to plan for a minimize disasters (Volenzo & Odiyo, 2019).

Risk communication is a fundamental element of sound risk management framework that seeks to reduce future losses and damages from disasters (OECD, 2016). It is the real-time exchange of information, advice and opinions between experts, community leaders, officials and the people who are at risk and is an integral part of any emergency response (World Health Organization, 2017). In epidemics or pandemics, in humanitarian crises and natural disasters, effective risk communication allows people at risk to understand and adopt protective behaviours. It allows authorities and experts to listen to and address people's concerns and needs so that the advice they provide is relevant, trusted, and acceptable.

Combining internal communication and external communication, risk communication combines these two elements. Internal communication refers to circumstances where experts should advice decision makers about the best course of action for addressing the health crisis. Additionally, external communication comprises warning stakeholders about the negative repercussions of failing to take necessary action and informing the general public about dangers (Ridlo, 2022).

The purpose of risk communication is to facilitates "providing the knowledge needed for informed decision making about risks; building or rebuilding trust among stakeholders; and engaging stakeholders in dialog aimed at resolving disputes and reaching consensus" (Covello et al., 2001). Moreover, Covello et al., (2001) and Spence et al. (2007) break down the purpose of risk communication is to (1) prevent or decrease negative outcomes, (2) encourage action, (3) foster rational understanding of risk, (4) persuade, (5) clear direction on crisis state and actions that should be taken, (6) informing, (7) supporting decision making about risk, (8) rebuild trust, (9) engage stakeholders, and (10) build consensus.

**Table 1. The Function of Risk Communication**

Education and enlightenment	To inform about risks and the handling of these risks.
Risk training and inducement of behavioral changes	To help people to cope with risks.
Raising confidence in institutions of risk assessment and risk management	To assure people that the existing governance structures are capable of handling risk in an effective, efficient, fair, and acceptable manner.
Involvement in risk-related decisions and conflict resolution	To give stakeholders and representatives of the opportunity to participate in risk assessment and to be included in conflict resolution about risks.

Source: (OECD, 2016)

Key discoveries from recent studies on the COVID-19 pandemic are being highlighted, including first, the significance of social norms as a critical factor that is likely to influence adherence to government guidance (Goldberg et al., 2020). Political philosophy and ethical or religious stances are two examples of this. Instead of ignoring these variations, they must be acknowledged and faced. Second, people’s divergent perspectives on the risk and the necessity of protective behaviours (Bruine de Bruin & Bennett, 2020). Risk communicators need to show that they can vary their approach because not all subgroups are exposed to the same level of risk. Age-sensitive risk communications are necessary due to the significance of age groups in terms of changes in risk perception. Third, the significance of false and misleading information. Although false information on COVID-19 is not frequently believed by the general public, a significant number of survey participants believe that this kind of false information is very reliable (Roozenbeek et al., 2020). A Laissez-faire strategy or, on the other hand, coercive tactics to promote “truth” and silence dissident voices will erode trust. More than ever, risk communication methods based on two-way participation practices are required. It is increasingly clear that leadership, or a lack thereof, plays a critical role in determining the effectiveness of risk communication. This involves making particular investments in developing leadership skills (Wardman, 2020).

The connection between risk communication and vaccination is also becoming more and more important as steps are taken toward the release of COVID-19 vaccinations. According to Roozenbeek et al. (2020), there is a direct correlation between being susceptible to disinformation and vaccine resistance, which emphasises the importance of effective risk communication for adhering to medical advice. The authors advocate giving priority to initiatives that seek to enhance critical thinking and faith in science (Bouder, 2022).

**Table 2. Leadership-Based Risk Communication for The COVID-19 Pandemic**

Risk communication principles	Strategies for COVID-19 pandemic
Assembling the evidence	Describe the risk, explain and contextualize its significance at opportune moments of public connection. Accept uncertainty. Enable critical input, allow hard truths to be aired. Admit mistakes, apologize when you get it wrong. Be receptive to and listen to external concerns.

Acknowledgement of public perspectives	Obtain, understand and address the varying information and support needs, preferences and concerns of different individuals, groups and cultures. Show situational awareness. Acknowledge and respect others and show that you feel as they do. Do not be aloof and dismissive.
Analysis of options	Act quickly and decisively. Continuously evaluate and update plans and impacts and react promptly to change. Conduct dynamic risk assessments to identify wider interdependencies, needs and practical constraints. Involve stakeholders at all stages.
Authority in charge	Integrate risk communication into planning, make it part of training and preparedness exercises and embed it as part of harm mitigation strategies. Narrate the strategy for how the threat is to be addressed and the role people can play. Set the tone from the top, lead by example. Don't give mixed messages. Establish networks integrating internal and external members and agencies at all levels. Identify the needs of stakeholders, partner up and provide support where it is needed. Work together with communities, coordinate and pool respective strengths and resources. Express solidarity. Emphasize and enact a sense of 'we-ness', identify that everyone is 'in it together' including leaders 'at the top'. Share the burden of risk and responsibility for dealing with it.
Interacting with the audience	Give clear, coherent, concise and comprehensible decision-relevant information and instructions. Align with credible sources and use experts well. Communicate in ways that build trust. Do not over-protect or over promise, do not stretch the truth. Make information ascertainable, comprehensible, verifiable in a timely way. Meet the needs of the media. Monitor sentiment, interact with and proactively engage across traditional.

Source: (Bouder, 2022)

### **Government Communication regarding COVID-19 through State Leaders**

Previous research has established that national unity becomes the focal communicative strategy in the construction of the national identity. The elite interviews demonstrate that government actors tend to describe engagement using the notion of dialogic communication. While acknowledging the advancement in communication technologies, government actors emphasize that the face to face engagement initiatives with the citizens are of central importance in the nation-building process (Kasimon, 2020).

Research on crisis communication delivered by the Australian Prime Minister during the COVID-19 pandemic found that scientific and medical advisory panels such as 'The Australian



Health Protection Principal Committee' (AHPCC) informed Australian Prime Minister Scott Morrison's communication. Respect for science-based evidence and global health initiatives such as physical distancing and cleanliness advice. Transparency and trustworthiness were regarded as the most important aspects of crisis communication offered by the PM in this study (Reyes Bernard et al., 2021).

Early in 2020, many of the political figures from throughout the world as a representative of their countries were far more diverse. For instance, McGuire et al.'s analysis of the COVID-19 pandemic crisis communication strategy used by the New Zealand government. The main conclusions of this study focus on how the framing and tone of messages change when different crisis phases are reached, and how discursive devices, such as pictures of social unity and details about obligations and "success" can be utilised to co-create the crisis experience. Although their study is restricted to the initial wave response, they nevertheless distinguish three phases with various crisis communication techniques: (1) being ready and taking decisive action, (2) promoting social cohesion and education, and (3) maintaining momentum (McGuire et al., 2020) but the ability to communicate clear consistent messages in an empathetic manner as well. In New Zealand the first confirmed case of Covid-19 was recorded on February 28 and over the course of March and April 2020, 1,132 further cases of Covid-19 were confirmed and 19 deaths—a much lower transmission rate than most industrialized nations. On 27 April 2020, New Zealand Prime Minister Jacinda Ardern announced that they had won the battle against community transmission of Covid-19. This paper analyses the speeches and public statements (n = 40).

US President Donald Trump guaranteed American citizens that the virus will vanish "like a miracle" in March 2020 (Jones, 2021). Similar to this, British Prime Minister Boris Johnson boasted about shaking hands with COVID-19 patients while attempting to minimise the virus as a "scare story" (Jones, 2021). However, in the same time frame, the prime minister of New Zealand Jacinda Arden (Hafner & Sun, 2021) and German Chancellor Angela Merkel (Jaworska, 2021) this study explores televised speeches and press briefings on Covid-19 given by the German chancellor Angela Merkel in March and April 2020. Merkel's televised communications deserve special attention for at least two reasons; first, Merkel was hailed as one of the few national leaders who successfully led through the first wave of the pandemic. Secondly, her communications were praised as examples of successful persuasive efforts. Using a corpus-assisted approach, this study identifies the frequent lexico-grammatical devices that she employed to do her 'convincing' work. The study then compares the identified features against her communicative style in speeches delivered in pre-pandemic times. The comparative insights show that in the limited mediatised time, Merkel chose a specific set of lexico-grammatical devices including certain pronouns, modal verbs, time deictics and logical connectors that highlighted the interpersonal dimension of her communications, urgency of the situation and logical cause-effect argumentation. While these devices were not entirely new in Merkel's public statements, they were used with much higher frequency in her COVID-19 speeches signalling a discursive change in her communicative style during the evolving health crisis. The study provides support for the notion of (effective both announced limitations, including nationwide lockdowns.

German Chancellor Angela Merkel's press conferences during the early months of the pandemic are contrasted with her public remarks made before the COVID crisis by Jaworska (Jaworska, 2021) this study explores televised speeches and press briefings on Covid-19 given by the German chancellor Angela Merkel in March and April 2020. Merkel's televised

communications deserve special attention for at least two reasons; first, Merkel was hailed as one of the few national leaders who successfully led through the first wave of the pandemic. Secondly, her communications were praised as examples of successful persuasive efforts. Using a corpus-assisted approach, this study identifies the frequent lexico-grammatical devices that she employed to do her ‘convincing’ work. The study then compares the identified features against her communicative style in speeches delivered in pre-pandemic times. The comparative insights show that in the limited mediatised time, Merkel chose a specific set of lexico-grammatical devices including certain pronouns, modal verbs, time deictics and logical connectors that highlighted the interpersonal dimension of her communications, urgency of the situation and logical cause-effect argumentation. While these devices were not entirely new in Merkel’s public statements, they were used with much higher frequency in her Covid-19 speeches signalling a discursive change in her communicative style during the evolving health crisis. The study provides support for the notion of (effective. Her research shows that Merkel’s communication style underwent a significant shift, which increased the persuasiveness of the statements she delivered in the early stages of the outbreak. The study by Hafner and Sun (Hafner & Sun, 2021), which focuses on Jacinda Ardern, the prime minister of New Zealand, using a longitudinal and comparative methodology. The monologic aspects of Merkel’s speech are the focus of Jaworska’s article, whereas Ardern and journalists interacted with each other during her press conferences, and more specifically, how Ardern responded to questions from journalists during New Zealand’s first and second outbreaks is the focus of Hafner and Sun’s study. Their approach demonstrates how leadership is not a question of individual action but instead involves the leader, the leader’s team, and members of the press corps working together discursively.

Vasquez’s study (Vásquez, 2021) Andrew Cuomo, in one of his daily press briefings during the early days of the COVID-19 crisis. I show how Cuomo enacted authentic leadership by mobilizing relational identities in a narrative segment. By telling three interconnected family stories, Cuomo provided evidence for his stay-at-home policy for New Yorkers during the pandemic. The performance of various relational identities in this narrative sequence helped construct Andrew Cuomo and his family members as ordinary citizens, making them relatable to viewers; at the same time, through the telling of these particular stories, Cuomo positioned himself as a trustworthy, effective leader and a prescient, reliable decision-maker. The study demonstrates how affective, relational discourse can be exploited by political leaders in the service of advancing their more transactional goals.”;”author”:[{“dropping-particle”：“”,“family”：“Vásquez”,“given”：“Camilla”,“non-dropping-particle”：“”,“parse-names”：false,“suffix”：“”}],“container-title”：“Discourse, Context and Media”,“id”：“ITEM-1”,“issued”:[{“date-parts”：[[“2021”]]],“title”：“Leading with stories: Andrew Cuomo, family narratives and authentic leadership”,“type”：“article-journal”,“volume”：“41”,“uris”:[“http://www.mendeley.com/documents/?uuid=ec1d7204-905c-414c-bd6c-c9cfe54859f5”]],“mendeley”:[{“formattedCitation”：“(Vásquez, 2021, on the other hand, adopts a synchronic viewpoint and zeroes in on a very specific section of a press conference given by New York State Governor Andrew Cuomo during the first few weeks of the COVID-19 outbreak in the United States (March 2020), during which Cuomo revealed that his own brother had become infected with the virus.

The other studies examine various media subgenres. For instance, first, the primary focus of Hunt’s research is on the broadcast presidential address made by South African President Cyril Ramaphosa to the country in the first few months of COVID-19 (Hunt, 2021)

with many trying to win compliance and support via a range of channels of communication. Cyril Ramaphosa, President of South Africa, faced the same challenge. This study explores the linguistic features of his 14 COVID-related speeches in 2020, with the aim of revealing the world he constructs in them and how he furthers his political aims. A blend of corpus linguistics and critical discourse analysis is used to draw out frequent patterns of representation within the generic structure which emerged from the data. The metaphorical construction of the nation as a family, evident in lexical choices, especially *we*, *family* and *together*, creates a relationship of unity between President Ramaphosa and the citizens. His reference to the national addresses as ‘family meetings’ further flattens the hierarchy implied in the political relationship of governor and governed. These features have the effect of locating the speeches in a time when mediatisation was less pervasive, and in a more personal context. Simultaneously, trust and compliance are invoked by the shift in role as President from a powerful position of control, to a position of shared concern and responsibility.”, author":{"dropping-particle":"","family":"Hunt","given":"Sally","non-dropping-particle":"","parse-names":false,"suffix":""},"container-title":"Discourse, Context and Media","id":"ITEM-1","issued":{"date-parts":[["2021"]]},"publisher":"Elsevier Ltd","title":"COVID and the South African Family: Cyril Ramaphosa, President or father?","type":"article-journal","volume":"44"},"uris":["http://www.mendeley.com/documents/?uuid=1e4809a5-41b4-4e2c-92f1-12f562fb5bba"]},"mendeley":{"formattedCitation":"(Hunt, 2021. Hunt shows how Ramaphosa frames these events as “family meetings” through his linguistic choices, even though the dialogic news briefing is generally a more formal monologic genre. By extension, Ramaphosa figuratively constructs the nation as one big family.

Second, Sambaraju examines speeches delivered by Indian Prime Minister Narendra Modi on radio and television to demonstrate how Modi deliberately uses the media to build various relationships with his viewers (Sambaraju, 2022) political leadership across the globe had to take tough decisions such as restrictions on the social and personal lives of individuals. This meant addressing concerns over ensuring compliance with these restrictions. I examine how Modi managed these concerns in his communication with the Indian polity over TV and radio broadcasts. I do so in instances where Modi gave specific instructions about following restrictions or other COVID appropriate behaviours. Using discourse analysis, I analyse data from two prominent ways of communicating in the pandemic, *Mann Ki Baat* and addresses to the nation. Analyses show that Modi developed two sets of non-electoral relations across his communication, which treated compliance as normatively expected: a. He constructs himself as a co-member of Indian families, similarly to Ramaphosa, and frames the need for compliance as a familial responsibility and an act of care. On the other hand, he also creates relationships between audience members of different demographics (elderly vs. youth) and certain professions (framers), emphasising the normative and moral expectations that are associated with them, such as the normative expectation that younger people should be more respectful of elders. By presenting adherence to the limits as a moral act and establishing a sense of responsibility and obligation among residents, he seeks to obtain compliance in this way rather than through direct instruction, while he somewhat downplays his personal political responsibility to act in his capacity as elected prime minister.

Third, Jones’ research demonstrates how Donald Trump and Boris Johnson’s personal illness narratives hold true across various media platforms using data from both social media (Twitter) and mainstream media (i.e., media interviews as well as public speeches from political leaders and their spokespeople) (Jones, 2021). His analysis specifically identifies

similar masculinist discourses in Trump's and Johnson's narratives, in which the two leaders construct themselves as strong, tough leaders whose illness made them even more qualified to lead. Jones points out that this message is ultimately harmful to public health.

Meanwhile, Tian and Yang study aims to give analysis of how Trump and Cuomo used Twitter to cultivate audience perspectives on the COVID-19 pandemic and fine-tune their crisis communication methods (Tian & Yang, 2022). They demonstrated how the politicians highlighted several crisis communication tactics, such as denying, diminishing, and bolstering under the SCCT categories, by examining Trump and Cuomo's COVID-19 tweets. Additionally, a fresh approach known as coherence was developed in relation to the particular setting of politicians discussing a worldwide pandemic. Both politicians needed to strengthen popular solidarity and unite societal and institutional resources in order to combat the pandemic.

### **Online Crisis Communication Strategy by National Agency**

Regarding crisis communication research on social media use, a study found that systematic changes in messaging tactics across time in the United States, and identification of significant elements that influence message passage, both positively and adversely. These findings could help with message design methods as the pandemic progresses or in comparable future occurrences (Sutton et al., 2020). Governors adjust their communication patterns and tone in reaction to pandemic development, and these shifts in communication patterns are accompanied by shifts in public perception of the governor's response to the pandemic (London & Matthews, 2022) survey data from the Covid States Project, and pandemic-relevant Twitter statuses posted by US state governors. Our results show that governors alter their communication patterns and tone after developments in the pandemic and that such changes in communication patterns are accompanied by subsequent changes in public perception of the governor's response to the pandemic. Implications for theory and practice are discussed.

," author":{"dropping-particle":"","family":"London","given":"Jackie","non-dropping-particle":"","parse-names":false,"suffix":""},"dropping-particle":"","family":"Matthews","given":"Kevin","non-dropping-particle":"","parse-names":false,"suffix":"","container-title":"Journal of Decision Systems","id":"ITEM-1","issue":"1-2","issued":{"date-parts":[["2022"]],"page":"150-170","publisher":"Taylor & Francis","title":"Crisis communication on social media - lessons from Covid-19","type":"article-journal","volume":"31"},"uris":["http://www.mendeley.com/documents/?uuid=ef1098cd-ff71-496b-aec6-57dd537e9b"]},"mendeley":{"formattedCitation":"(London & Matthews, 2022).

Research that focus on the crisis communication policy by the government in United States found that jargon had no influence on the COVID-19 condition, despite the fact that it made processing more challenging and reduced persuasion for the two less urgent themes (flood danger and emergency policy). Theoretically, the incentive to understand information plays a significant moderating role in both science communication in general and crisis communication in particular. Practically, science communicators do not necessarily need to "dumb down" their vocabulary during non-crises. Compared to less important themes, jargon's negative impacts are lessened when urgent, dangerous, or pressing issues are discussed (Shulman & Bullock, 2020).

A study on online communication of national public health agencies during the COVID-19 pandemic in Italy, Sweden & United States (Tagliacozzo et al., 2021) this study

examines the online communication of national public health agencies during the COVID-19 pandemic in Italy, Sweden, and the United States. Based on content analysis of Twitter data (n = 856) found that public health organisations frequently coordinated their communication efforts with national government agencies and relied significantly on internal scientific expertise. Although the methods used by agencies in each nation to diversify information varied, all of them offered customised information to at least some organisations and social groupings.

Research on social media use in Mexico government health agencies (Sandoval-Almazan & Valle-Cruz, 2021) observed a huge rise in social networking activity and followers as a result of the pandemic outbreak and the lockdown period. Nonetheless, the most postings were made in March 2020, indicating the most significant increase in social network involvement and followers. Due to the COVID-19 outbreak, this conduct raised public health concerns.

News and journalist accounts influenced the situation at all times, although government accounts were more significant just before and after the lockdown was implemented (Kishore Shahi et al., 2022). In China, only after the crisis was widely recognized did misinformation develop, and it seemed to evolve in relation to crisis stages, government policies, and media reports (Lu, 2020).

A research analyse the connections between citizen involvement and a number of theoretically significant elements, such as media richness, dialogic loop, content type, and emotional valence. The result shows that media richness is a poor indicator of citizen participation on government social media, but dialogic loops encourage it. Through government social media, information regarding the crises' most recent developments and how the administration is managing the situation has a beneficial impact on citizen engagement. Importantly, the emotional content of each Weibo post determined the nature of all interactions (Chen et al., 2020).

Yang et al., analyzed the inter-activeness and informational quality of the COVID-19 homepages of the US state governments in March or April or 2020, when numerous states issued stay-at-home orders. The study found that the COVID-19 homepages of many state governments provide timely information that helped people grasp the pandemic. However, there were certain knowledge gaps regarding how to handle the epidemic or its associated issues, such as social discrimination and mental stress. Despite the ease of navigation on many COVID-19 homepages, page engagement and accessibility seemed lacking (Yang et al., 2021) government emergency response webpages are an important communication channel and if properly managed, will mitigate pandemic impacts. Guided by the Crisis and Emergency Risk Communication (CERC).

In the context of Indonesian government crisis communication strategy using social media, there is a study sought to investigate how DKI Jakarta and the Banten Provincial Government as local government handled the COVID-19 pandemic through the Instagram accounts @dkijakarta and @pemprov.banten profiles (Nurfadhilah et al., 2022). Using their Instagram, DKI Jakarta and the Banten local government published their progress in resolving the COVID-19 situation as well as instructions on how to handle it. However, performance information was included in more postings than instructions. As a result, the West Java Regional Government placed more importance on maintaining their institution's reputation than on overseeing public safety. Additionally, @dkijakarta and @pemprov.banten used a persuasive technique in their instructional messages that mixed logical and emotional

elements to influence behavior. The DKI Jakarta and the Banten Regional Governments prioritize organization's reputation over public safety when dealing with the COVID-19.

An investigation about disinformation and miscommunication was made, especially into how the Indonesia government uses its websites to respond to information from the public as the COVID-19 pandemic has grown into a major worldwide (Setiawana et al., 2021). The study shows that in the event of a viral outbreak, the Indonesian government did not have enough response tools set up, was not well-prepared to communicate with the international community, and did not have coordinated actions to be taken between the central government and the local government in managing their response.

Those studies influence future research that (1) in response to pandemic developments, the government can alter its communication styles and tones, accompanied by changes in the public's opinion regarding the government's response to the pandemic, (2) public health organisations regularly coordinated their communication efforts with national government entities, (3) public health issues have led to a sharp increase in social network activity and followers of government health agencies social media accounts.

## FUTURE RESEARCH AGENDA

Communication only transitions into crisis communication when an occurrence turns into a crisis and individuals start to feel anxious and afraid. Even if an incident occurs, it might in some circumstances be possible to prevent a crisis through effective risk communication (Skotnes et al., 2021) and how these differences can affect risk and crisis communication. Invisible hazards are risks that we cannot see, and often cannot touch, taste, nor smell. Examples are COVID-19, radon gas, mold spores, or asbestos fibers. Invisible hazards are often uncertain, complex, and ambiguous risk problems. Results from a Norwegian study show that authorities need to be aware of the possible differences in risk perception among authorities, stakeholders, and the general public. Involving citizens, creating trust, and being honest is important for all risk and crisis communication. However, the less we know about a hazard, the more we need to rely on others to make decisions, and consequently trust is particularly important when dealing with invisible hazards." "author":{"dropping-particle":"","family":"Skotnes","given":"Ruth","non-dropping-particle":"","parse-names":false,"suffix":""},"dropping-particle":"","family":"Hansen","given":"Kåre","non-dropping-particle":"","parse-names":false,"suffix":""},"dropping-particle":"","family":"Krøvel","given":"Anne","non-dropping-particle":"","parse-names":false,"suffix":""},"container-title":"Journal of International Crisis and Risk Communication Research","id":"ITEM-1","issue":"2","issued":{"date-parts":[["2021"]]},"page":"413-438","title":"Risk and Crisis Communication about Invisible Hazards","type":"article-journal","volume":"4"},"uris":["http://www.mendeley.com/documents/?uuid=4a0a193a-a7d4-4597-b309-6ced56ef63cd"]],"mendeley":{"formattedCitation":"(Skotnes et al., 2021. Even though numerous studies have been done to determine how a government or representative of a nation communicates COVID-19 pandemic to its citizens, is Indonesian context still limits this particular topic. Therefore, the goal of this study is to close this gap so that the government, particularly the Indonesian central government, can build crisis and risk communication in order to handle this pandemic or any other potential crisis that may arise in the future.

In this paper, a conceptual framework for government crisis communication is offered after a careful review and analysis of the relevant literature. The finest methods for informing

the public about crises must be used by a nation. In light of this, more research will examine the following goals: (1) to understand crisis response strategy utilized by the Indonesian Central Government in dealing with COVID-19 pandemic, and (2) to contribute to the Indonesian Central Government crisis and risk communication.

Due to the nature of this paper, we plan to use qualitative in-depth interviews to evaluate the crisis communication from the Indonesian Central Government addressing COVID-19 pandemic. In particular, a semi-structured format will be for the in-depth interview. The approach of in-depth interview is chosen because it aids in understanding the viewpoints and opinions of the representatives of the Indonesian Central Government on crisis communication. Especially, the goal of the research is to use a semi-structured interview guide to get understanding of certain topics (Hennink et al., 2020), which is government crisis communication regarding COVID-19 pandemic in Indonesia. The key informant for the interview would be spokesperson of Indonesian Ministry of Communication and Information Technology for COVID-19, spokesperson of Indonesian Ministry of Health for COVID-19, Retired Head of Indonesian National Board for Disaster Management, spokesperson of COVID-19 Response Acceleration Task Force, representative of Lapor COVID-19 (Formed by a group of individuals who are concerned about citizens' human rights and public health issues related to the COVID-19 pandemic), and representative of Pandemic Talks (COVID-19 information media from the social-science spectrum, formed by a group of individuals).

Overall, this conceptual paper aims to comprehend how the Indonesian Central Government is handling crisis communication in relation to the COVID-19 pandemic. This paper specifically examines how crisis communication can lessen public anxiety and encourage them to cooperate to stop the virus's spread. In conclusion, this conceptual work might be seen as starting point for other scholars who want to particularly investigate crisis communication in the Indonesian context, including disasters both natural and man-made. Having a thorough understanding of crisis communication may enable practitioners or crisis communicators to develop innovative approaches to successfully involve stakeholders, such as citizens. Additionally, we hope that this study will support the government's decision to include crisis and emergency risk communication in their communication plan.

## REFERENCES

- Ardiyanti, H. (2020). Government communication for handling Covid-19 pandemic. *Info Singkat*, XII(15), 25–30. [https://berkas.dpr.go.id/puslit/files/info\\_singkat/Info Singkat-XII-15-I-P3DI-Agustus-2020-199-EN.pdf](https://berkas.dpr.go.id/puslit/files/info_singkat/Info_Singkat-XII-15-I-P3DI-Agustus-2020-199-EN.pdf)
- Austin, L., Liu, B. F., & Jin, Y. (2012). How audiences seek out crisis information: exploring the social-mediated crisis communication model. *Journal of Applied Communication Research*, 40(2), 188–207. <https://doi.org/10.1080/00909882.2012.654498>
- Bouder, F. (2022). *Principles and challenges of risk communication/crisis communication, specifically addressing issues relating to pandemics*. <https://coronakommissionen.com/wp-content/uploads/2022/02/underlagsrapport-principles-and-challenges-of-risk-communicationcrisis-communication.pdf>
- Bruine de Bruin, W., & Bennett, D. (2020). Relationships between initial COVID-19 risk perceptions and protective health behaviors: A national survey. *American Journal of Preventive Medicine*, 59(2), 157–167. <https://doi.org/10.1016/j.amepre.2020.05.001>

- Canel, M. J., & Sanders, K. (2013). Government communication: cases and challenges. In K. Sanders & M. J. Canel (Eds.), *Syria Studies* (1st ed., Vol. 7, Issue 1). Bloomsbury.
- Chen, Q., Min, C., Zhang, W., Wang, G., Ma, X., & Evans, R. (2020, March). Unpacking the black box: How to promote citizen engagement through government social media during the COVID-19 crisis. *Computers in Human Behavior*, 110. <https://doi.org/10.1016/j.chb.2020.106380>
- Christensen, T., & Læg Reid, P. (2020). The coronavirus crisis—crisis communication, meaning-making, and reputation management. *International Public Management Journal*, 23(5), 713–729. <https://doi.org/10.1080/10967494.2020.1812455>
- Coombs, W. T. (2019). *Ongoing crisis communication* (5th ed.). SAGE Publications, Inc.
- Covello, V. T., Peters, R. G., Wojtecki, J. G., & Hyde, R. C. (2001). Risk communication, the West Nile virus Epidemic, and Bioterrorism: Responding to the communication challenges posed by the intentional or unintentional release of a pathogen in an urban setting. *Journal of Urban Health: Bulletin of the New York Academy of Medicine*, 78(2), 382–391. <https://doi.org/10.1093/jurban/78.2.382>
- Goldberg, M. H., Gustafson, A., Maibach, E. W., Van Der Linden, S., Ballew, M. T., Bergquist, P., Kotcher, J. E., Marlon, J. R., Rosenthal, S. A., & Leiserowitz, A. (2020). *Social norms motivate COVID-19 preventive behaviors*. 4(May), 1–6. <https://doi.org/10.31234/osf.io/9whp4>
- Hafner, C. A., & Sun, T. (2021). The ‘team of 5 million’: The joint construction of leadership discourse during the Covid-19 pandemic in New Zealand. *Discourse, Context and Media*, 43. <https://doi.org/10.1016/j.dcm.2021.100523>
- Heide, M., & Simonsson, C. (2021). What was that all about? On internal crisis communication and communicative coworkership during a pandemic. *Journal of Communication Management*, 25(3), 256–275. <https://doi.org/10.1108/JCOM-09-2020-0105>
- Hennink, M., Hutter, I., & Bailey, A. (2020). *Qualitative research methods* (A. Owens, C. Bush, & M. Fox (Eds.); 2E ed.). SAGE Publications.
- Hunt, S. (2021). COVID and the South African Family: Cyril Ramaphosa, President or father? *Discourse, Context and Media*, 44. <https://doi.org/10.1016/j.dcm.2021.100541>
- Jaworska, S. (2021). Competence and collectivity: The discourse of Angela Merkel’s media communications during the first wave of the pandemic. *Discourse, Context and Media*, 42. <https://doi.org/10.1016/j.dcm.2021.100506>
- Jones, R. H. (2021). The wounded leader: The illness narratives of Boris Johnson and Donald Trump. *Discourse, Context and Media*, 41. <https://doi.org/10.1016/j.dcm.2021.100499>
- Kasimon, D. N. (2020). *Engaging divided society in the nation-building process: the case of government communication in Malaysia*. University of Leicester.
- Kemkes RI. (2020). *Status wabah Corona di Indonesia ditetapkan sebagai bencana nasional*. Kemkes.Go.Id. <https://www.kemkes.go.id/article/view/20031500003/status-wabah-corona-di-indonesia-ditetapkan-sebagai-bencana-nasional.html>
- Kishore Shahi, G., Clausen, S., & Stieglitz, S. (2022). Who shapes crisis communication on Twitter? An analysis of influential German-language accounts during the COVID-19 pandemic. *Proceedings of the 55th Hawaii International Conference on System Sciences*, 3001–3010. <https://hdl.handle.net/10125/79703> 978-0-9981331-5-7
- Li, Y., Chandra, Y., & Fan, Y. (2021). Unpacking government social media messaging strategies during the COVID-19 pandemic in China. *Policy and Internet*, December, 1–22. <https://doi.org/10.1002/poi3.282>



- Liu, B., Lim, J. R., Shi, D., Edwards, A., Islam, K., Sheppard, R., & Seeger, M. (2021). Evolving best practices in crisis communication: Examining U.S. Higher Education's responses to the COVID-19 pandemic. *Journal of International Crisis and Risk Communication Research*, 4(3), 451–484. <https://doi.org/10.30658/jicrcr.4.3.1>
- London, J., & Matthews, K. (2022). Crisis communication on social media: Lessons from Covid-19. *Journal of Decision Systems*, 31(1–2), 150–170. <https://doi.org/10.1080/12460125.2021.1926612>
- Lu, J. (2020). Themes and evolution of misinformation during the early phases of the COVID-19 outbreak in China: An application of the crisis and emergency risk communication model. *Frontiers in Communication*, 5(August), 1–7. <https://doi.org/10.3389/fcomm.2020.00057>
- Mas'udi, W., & Winanti, P. S. (2020). *Tata kelola penanganan Covid-19 di Indonesia* (W. Mas'udi & P. S. Winanti (Eds.); 1st ed.). Gadjah Mada University Press.
- Masduki, A., Niu, P., & Yana, M. E. (2022). Indonesian government crisis communication facing coronavirus pandemic. *International Journal of Communication and Society*, 4(1), 48–58. <https://doi.org/10.31763/ijcs.v4i1.207>
- McGuire, D., Cunningham, J. E. A., Reynolds, K., & Matthews-Smith, G. (2020). Beating the virus: an examination of the crisis communication approach taken by New Zealand Prime Minister Jacinda Ardern during the Covid-19 pandemic. *Human Resource Development International*, 23(4), 361–379. <https://doi.org/10.1080/13678868.2020.1779543>
- Michela, E., Rosenberg, J. M., Kimmons, R., Sultana, O., Burchfield, M. A., & Thomas, T. (2022). “We are trying to communicate the best we can”: understanding districts' communication on Twitter during the COVID-19 pandemic. *AERA Open*, 8(1), 1–18. <https://doi.org/10.1177/23328584221078542>
- Moloney, K., & Moloney, S. (2020). Australian Quarantine Policy: From centralization to coordination with mid-pandemic COVID-19 shifts. *Public Administration Review*, 80(4), 671–682. <https://doi.org/10.1111/puar.13224>
- Mouloudi, M. El. (2022). *Use of social media in crisis communication in the federal government during COVID-19 pandemic: Analysis of responses strategies*. University of Ottawa.
- Nurfadhilah, A., Rahmanto, A., & Muhammad, A. (2022). Crisis communication by the Indonesian government in handling Covid-19. *2021 Annual Conference of Indonesian Association for Public Administration*, 674–689. <https://doi.org/10.18502/kss.v7i5.10586>
- Nurita, D., & Wibowo, E. A. (2022, March 3). 2 Tahun Pandemi Covid-19, Ringkasan Perjalanan Wabah Corona di Indonesia. *Tempo.Co*. <https://nasional.tempo.co/read/1566720/2-tahun-pandemi-covid-19-ringkasan-perjalanan-wabah-corona-di-indonesia>
- OECD. (2016). Trends in risk communication policies and practices. In *OECD Reviews of Risk Management Policies*. OECD Publishing. <https://doi.org/10.1787/9789264260467-en>
- Pasquier, M. (2012). Government Cmmunication. In *Encyclopedic Dictionary of Public Administration* (pp. 1–3). [https://dictionnaire.enap.ca/dictionnaire/docs/definitions/definitions\\_anglais/government\\_communication.pdf](https://dictionnaire.enap.ca/dictionnaire/docs/definitions/definitions_anglais/government_communication.pdf)
- Reyes Bernard, N., Basit, A., Sofija, E., Phung, H., Lee, J., Rutherford, S., Sebar, B., Harris, N., Phung, D., & Wiseman, N. (2021). Analysis of crisis communication by the Prime Minister of Australia during the COVID-19 pandemic. *International Journal of Disaster Risk Reduction*, 62(April), 102375. <https://doi.org/10.1016/j.ijdrr.2021.102375>

- Reynolds, B., & Seeger, M. (2014). *Crisis and emergency risk communication 2014 edition: be first, be right, be credible* (J. Cox, M. Gaines-McCollom, N. Grimsley, A. Herbert, L. Jonathan, N. M. Maiden, D. Olivares, V. Sinks, C. Shockey, L. Berryman, L. E. Pechta, & P. O. Williams (Eds.); 2014th ed.). Centers for Disease Control and Prevention, U.S. Department of Health and Human Services.
- Ridlo, I. A. (2022). *Failing to deliver coherency: Indonesian government's COVID-19 policy communication*. <https://acehap.org/2022/02/15/failing-to-deliver-coherency-indonesian-governments-covid-19-policy-communication/>
- Roozenbeek, J., Schneider, C. R., Dryhurst, S., Kerr, J., Freeman, A. L. J., Recchia, G., Van Der Bles, A. M., & Van Der Linden, S. (2020). Susceptibility to misinformation about COVID-19 around the world. *Royal Society Open Science*, 7(10), 1–15. <https://doi.org/10.1098/rsos.201199>
- Sambaraju, R. (2022). 'My countrymen have never disappointed me': Politics of service in Modi's speeches during Covid-19. *Discourse, Context and Media*, 47. <https://doi.org/10.1016/j.dcm.2022.100594>
- Sandoval-Almazan, R., & Valle-Cruz, D. (2021). Social media use in government health agencies: The COVID-19 impact. *Information Polity*, 26(4), 459–475. <https://doi.org/10.3233/IP-210326>
- Satuan Tugas Penanganan COVID-19. (2022). *Data Sebaran COVID-19*. Covid19.Go.Id. <https://covid19.go.id>
- Sellnow, T. L., Ulmer, R. R., Seeger, M. W., & Littlefield, R. S. (2009). *Effective Risk Communication: A Message-Centered Approach*. Springer. <https://doi.org/10.1007/978-0-387-79727-4>
- Setiawana, A., Nurmandi, A., Purnomo, E. P., & Muhammad, A. (2021). Disinformation and Miscommunication in Government Communication in Handling COVID-19 Pandemic. *Webology*, 18(1), 203–218. <https://doi.org/10.14704/WEB/V18I1/WEB18084>
- Shulman, H. C., & Bullock, O. M. (2020). Don't dumb it down: The effects of jargon in COVID-19 crisis communication. *PLoS ONE*, 15(10), 1–10. <https://doi.org/10.1371/journal.pone.0239524>
- Skotnes, R., Hansen, K., & Krøvel, A. (2021). Risk and crisis communication about invisible hazards. *Journal of International Crisis and Risk Communication Research*, 4(2), 413–438. <https://doi.org/10.30658/jicrcr.4.2.9>
- Spence, P. R., Lachlan, K. A., & Griffin, D. R. (2007). Crisis communication, race, and natural disasters. *Journal of Black Studies*, 37(4), 539–554. <https://doi.org/10.1177/0021934706296192>
- Su, Z., McDonnell, D., Wen, J., Kozak, M., Abbas, J., Šegalo, S., Li, X., Ahmad, J., Cheshmehzangi, A., Cai, Y., Yang, L., & Xiang, Y. T. (2021). Mental health consequences of COVID-19 media coverage: the need for effective crisis communication practices. *Globalization and Health*, 17(4), 1–8. <https://doi.org/10.1186/s12992-020-00654-4>
- Sutton, J., Renshaw, S. L., & Butts, C. T. (2020). COVID-19: Retransmission of official communications in an emerging pandemic. *PLoS ONE*, 15(9 September), 1–25. <https://doi.org/10.1371/journal.pone.0238491>
- Tagliacozzo, S., Albrecht, F., & Ganapati, N. E. (2021). International perspectives on COVID-19 communication ecologies: Public Health Agencies' online communication in Italy, Sweden, and the United States. *American Behavioral Scientist*, 65(7), 934–955. <https://doi.org/10.1177/0002764221992832>

- Tian, Y., & Yang, J. (2022). Deny or bolster? A comparative study of crisis communication strategies between Trump and Cuomo in COVID-19. *Public Relations Review*, 48(2), 102182. <https://doi.org/10.1016/j.pubrev.2022.102182>
- Untari, I. M. (2020). Chatbots and government communications in Covid-19 Pandemic. *Jurnal Komunikasi Indonesia*, IX(2), 98–109. <https://doi.org/https://doi.org/10.7454/jki.v9i2.12772>
- US Department of Health and Human Services. Center for Disease Control and Prevention. (2018). *CERC Introduction*.
- Vásquez, C. (2021). Leading with stories: Andrew Cuomo, family narratives and authentic leadership. *Discourse, Context and Media*, 41. <https://doi.org/10.1016/j.dcm.2021.100507>
- Veil, S., Reynolds, B., Sellnow, T. L., & Seeger, M. W. (2008). CERC as a theoretical framework for research and practice. *Health Promotion Practice*, 9(4), 26–34. <https://doi.org/10.1177/1524839908322113>
- Volenzo, T. E., & Odiyo, J. O. (2019). Linking risk communication and sustainable climate change action: A conceptual framework. *Jamba: Journal of Disaster Risk Studies*, 11(1), 1–11. <https://doi.org/10.4102/JAMBA.V11I1.703>
- Wardman, J. K. (2020). Recalibrating pandemic risk leadership: Thirteen crisis ready strategies for COVID-19. *Journal of Risk Research*, 23(7–8), 1092–1120. <https://doi.org/10.1080/13669877.2020.1842989>
- WHO. (2021). *Coronavirus disease (COVID-19)*. [https://www.who.int/health-topics/coronavirus#tab=tab\\_1](https://www.who.int/health-topics/coronavirus#tab=tab_1)
- World Health Organization. (2017). Communicating risk in public health emergencies: A WHO guideline for Emergency Risk Communication (ERC) policy and practice. In *A WHO guideline for emergency risk communication (ERC) policy and practice*.
- World Health Organization. (2020). <https://www.who.int>
- Yang, B., Li, Y., Yan, K., Choi, Y., & Bennett-Jones, B. (2021). Analyzing U.S. State Governments' COVID-19 Homepages during the Initial Lockdown in March and April 2020: Information Content and Interactivity. *Health Communication*, December, 1–11. <https://doi.org/10.1080/10410236.2021.2007574>