

Beyond Survival: Post-Covid-19 Recovery Trajectories, Entrepreneurial Resilience, and Enterprise Development in Bayelsa State, Nigeria

Ebuefe Ibim Yarwamara¹, Daniel Osephni Amieaye-Izante¹ & Ebuefe Abinotami Williams²

¹Department of General Studies, School of Foundation Studies, Bayelsa State College of Health Technology, Otuogidi-Ogbia, Nigeria

²Department of Environmental Health and Sanitation, Bayelsa State Ministry of Environment

ARTICLE INFORMATION	ABSTRACT
Article history: Published: October 2026 Keywords: COVID-19 Enterprise Recovery Entrepreneurial Resilience MSMEs Digital Practices Informal Finance	The COVID-19 pandemic disrupted business continuity, cash flow, staffing, and supply chains, but reopening does not necessarily indicate complete recovery. This study examines reported pandemic exposure, recovery trajectories, and coping strategies among enterprises and institutions in seven sector groups in Bayelsa State, Nigeria: hospitality and tourism, manufacturing and fabrication, food and eateries, transportation and logistics, publication and stationery, private schools, and churches. Descriptive counts and percentages were calculated from the tabulated values. Across the pooled sector responses, revenue interruption was reported by 80.8%, closure duration by 73.6%, supply disruption by 67.3%, and inflation/slow cash flow by 67.0%. Current sales were affirmed by 93.7%, yet employment recovery (70.6%) and reinvestment (65.9%) were less widely affirmed. Infrastructure and market access (83.5%) and social capital (86.8%) were prominent recovery-related factors, alongside digital practices (77.2%), finance applications and terms (76.9%), informal borrowing (72.0%), and public support (73.1%). The pattern suggests an uneven recovery in which trading activity may resume before employment and capital renewal fully recover. The paper integrates organisational resilience, dynamic capabilities, and entrepreneurial ecosystem perspectives and proposes practical priorities for finance, digital capability, energy, logistics, and transparent public support.

1. Introduction

Micro, small, and medium-sized enterprises (MSMEs), alongside locally embedded service institutions, sustain livelihoods, circulate income, create employment, and connect communities to supply chains. (Judijanto, Hendra & Islam, 2026). Their limited reserves and reliance on day-to-day turnover can make them vulnerable to shocks that interrupt sales, procurement, mobility, and customer contact. Nigeria's pandemic-era business-pulse evidence documented substantial difficulty raising money, obtaining supplies, and selling goods and services among surveyed non-farm household businesses (World Bank, 2020). These national figures establish the plausibility of a persistent recovery challenge, but they are not estimates for Bayelsa State.

In this paper "post-COVID-19" refers to the period following the acute phase of lockdowns and emergency restrictions, while recognising that pandemic consequences overlap with subsequent macroeconomic pressures. It seeks to understand how businesses, startups, and small-to-medium enterprises (SMEs) adapted, restructured, and permanently transformed their operations, technology use, and strategies after the pandemic.

The post-pandemic question is not simply whether enterprises reopened. A business may be trading while still carrying depleted working capital, reduced staffing, weaker product quality, restricted operating hours, or deferred investment. Recovery is therefore better understood as a trajectory across continuity, sales, employment, investment, financial health, and access to markets. Research on Nigerian SMEs suggests that digital communication tools can help maintain relationships with customers, employees, and suppliers and support process diversification and supply-chain flexibility (Ashiru et al., 2023). However, digital adaptation cannot substitute for reliable electricity, affordable connectivity, suitable finance, or demand.

Bayelsa's riverine geography and sectoral diversity make these questions particularly relevant. Related research highlights relational governance and dynamic capabilities in Nigerian business-to-business SMEs during the crisis (Ashiru et al., 2022).

Bayelsa State offers an important context for examining these processes. The state's economic prospects include oil and gas, agriculture, fisheries, hospitality, maritime activity, tourism, and other services, while dependence on hydrocarbons and infrastructure limitations create challenges for diversification. The study covers hospitality and tourism, manufacturing and fabrication, food and eateries, transportation and logistics, publication and stationery, private schools, and churches been the few enterprises within the state. These groups differ in their exposure to mobility restrictions, supply dependence, customer contact, staffing needs, and revenue models. The study consequently examines the pattern across sectors rather than assuming that one uniform recovery pathway applies to all.

The study has three objectives: (a) describe reported pandemic exposure and disruption; (b) compare the distribution of reported recovery indicators across seven sector groups; and (c) interpret coping strategies and continuing constraints through the lenses of organisational resilience, dynamic capabilities, and entrepreneurial ecosystems. Its contribution is an evidence-led account of the gap between resumed activity and deeper recovery, with explicit attention to what the table can and cannot establish.

2. Literature Review and Theoretical Framework

2.1 From pandemic exposure to uneven recovery

Pandemic-related restrictions and demand uncertainty disrupted business routines, supplier relationships, labour deployment, and working capital (World Bank, 2021b; Ebuete et al., 2021). For firms with little financial slack, interruptions can trigger a chain reaction: falling sales reduce the ability to restock, delayed procurement constrains production, and lower operating capacity further weakens revenue. The World Bank's Nigeria CARES project documentation summarised evidence of difficulties raising money, receiving supplies, and selling goods among non-farm businesses (World Bank, 2020). The post-crisis burden may persist even after restrictions are lifted because accumulated debt, inflation, and higher replacement costs affect the ability to rebuild productive capacity. Recovery in this paper is assessed as multidimensional rather than binary. Sales resumption is a useful signal, but employment, reinvestment, liquidity, product quality, and operating time reveal whether the enterprise is recovering its productive base. Olowookere and Tijani (2023) report sectoral variation in Nigerian business resilience across major crises, reinforcing the need to avoid treating businesses as a homogeneous category. A cross-sector descriptive comparison is particularly useful where enterprise size, formal status, and access to infrastructure may vary.

2.2 Organisational resilience and dynamic capabilities

Organisational resilience concerns the capacity to anticipate disruption, absorb shocks, respond, and adapt rather than merely return mechanically to a previous state (Duchek, 2020). Resilience is partly firm-specific cash buffers, skills, supplier options, customer relationships—but is also shaped by the external environment. Resilience in this paper is not treated as an individual virtue alone because an owner with collateral, dependable power, and accessible markets has more recovery options than one dependent on daily sales and informal borrowing.

Dynamic capabilities theory was employed to explain how firms sense changes, seize opportunities, and reconfigure resources as environments shift (Teece, 2007). In the present context, sensing may include recognising changes in demand or input availability; seizing may involve using digital channels, applying for finance, or developing alternative supplier relationships; and reconfiguration may involve changing staffing, product mix, operating hours, or energy sources. Ashiru et al. (2022, 2023) show the relevance of relational governance and digital communication to Nigerian SME adaptation during the pandemic. Such mechanisms are enabling conditions, not guarantees of growth.

2.3 Entrepreneurial ecosystems, finance, and social capital

An entrepreneurial ecosystem comprises an interdependent conditions such as finance, skills, infrastructure, markets, networks, and public institutions. Ecosystem thinking cautions against attributing business outcomes only to owner-level effort when transport, electricity, connectivity, market access, and institutional trust shape the returns to that effort (Stam, 2015). For Bayelsa, riverine transport and energy requirements may influence costs and the feasibility of storage, processing, digital selling, and service delivery. Finance availability is not equivalent to finance usability because the application processes, collateral, documentation, interest and fees, repayment schedules, and timing determine whether credit fits a firm's cash cycle. Research on Nigerian SMEs has examined post-pandemic financial accessibility and the role of collateral (Okuwere & Osifo, 2022). Informal borrowing and social capital can bridge immediate liquidity gaps, but may carry high costs, relationship obligations, or limits on scale. Formal and informal finance should thus be analysed as distinct but potentially complementary sources.

2.4 Digital practices and adaptive operations

Digital practices may maintain customer communication, enable remote coordination, support payments, and provide access to supplier or market information. Evidence from 42 Nigerian SME operators indicates that emerging digital communication technologies supported relationships, collaboration, process diversification, and supply-chain flexibility during COVID-19 (Ashiru et al., 2023). Adoption, however, is shaped by device access, skills, data costs, electricity, fraud risk, and whether customers can be reached and served reliably. Digitalisation is most useful when integrated into core tasks such as inventory, customer retention, order fulfilment, and financial records.

3. Methodology

3.1 Design, study population and analysis

The study uses a quantitative, cross-sectional descriptive design with a target population of 4,500, and the sample is 365 derived from Tare Yamene while 52 respondents were proportionately assigned to each of seven groups, giving $7 \times 52 = 364$. The remaining 1 were identified for error and omission during retrieval and computation of the questionnaire.

The seven sector groups are hospitality and tourism, manufacturing and fabrication, food and eateries, transportation and logistics, publication and stationery, private schools, and churches in a single response as yes or no affirmation. Since each sector has a denominator of 52, sector-specific percentages are calculated as affirmative count divided by 52 and multiplied by 100. Pooled percentages are calculated as the sum of affirmative counts across the seven groups divided by 364 and multiplied by 100.

The table contains three indicator blocks: (1) pandemic exposure and disruption; (2) recovery trajectory; and (3) coping and adjustment. Descriptive counts and percentages were calculated from the sector-level YES affirmative counts. An inferential analysis, Pearson chi-square tests compared YES versus inferred NO responses across the seven sectors for each of the 18 indicators. Cramér's V was used to describe association strength, and Holm-adjusted p-values were calculated across the 18 tests.

3.2 Ethical and reporting considerations

Data set were derived from self-structured questionnaire based on the objectives of the study, summarized according to the required block investigation. Formal consent was sought and a gatekeeper permission was sought where necessary. Basically, data were sourced from enterprise cutting across the 22 Communities (2 each) within Yenagia metropolis. Every third enterprise was considered for sampling for a period of three weeks. In addition with the distributed questionnaire, focus group discussion was adopted.

3.3 Inferential analysis of sector differences

Pearson chi-square tests of independence were calculated separately for each indicator using a 7×2 contingency table: sector group by YES/NO response. Each test had 6 degrees of freedom and a total of 364 tabulated cases. Because 18 tests were conducted, Holm's step-down adjustment was applied to reduce false-positive risk. Cramér's V is reported as an effect-size measure. The chi-square approach is appropriate only if each item was answered by all 52 respondents in each sector and the YES counts represent mutually exclusive binary responses; the original questionnaire and dataset should be checked before publication.

4. Results

Table 1. Pandemic exposure and disruption: affirmative responses, n (%)

Indicator	Hospitality & Tourism	Manufacturing & Fabrication	Food & Eateries	Transportation & Logistics	Publication & Stationery	Private Schools	Churches	Total YES (n=364)
Closure duration	43 (82.7%)	43 (82.7%)	48 (92.3%)	49 (94.2%)	32 (61.5%)	20 (38.5%)	33 (63.5%)	268 (73.6%)
Revenue interruption	48 (92.3%)	45 (86.5%)	43 (82.7%)	26 (50.0%)	36 (69.2%)	46 (88.5%)	50 (96.2%)	294 (80.8%)
Supply disruption	20 (38.5%)	51 (98.1%)	50 (96.2%)	23 (44.2%)	34 (65.4%)	33 (63.5%)	34 (65.4%)	245 (67.3%)
Staffing changes	23 (44.2%)	23 (44.2%)	47 (90.4%)	21 (40.4%)	33 (63.5%)	34 (65.4%)	23 (44.2%)	204 (56.0%)
Inflation and slow cash flow	23 (44.2%)	44 (84.6%)	25 (48.1%)	28 (53.8%)	34 (65.4%)	50 (96.2%)	40 (76.9%)	244 (67.0%)

Source: Researcher, 2026

Revenue interruption was the most widely affirmed disruption overall (294/364; 80.8%), followed by closure duration (268/364; 73.6%), supply disruption (245/364; 67.3%), and inflation/slow cash flow (244/364; 67.0%). Staffing changes were affirmed by 204 respondents (56.0%). Sector variation is substantial. Revenue interruption was highest among churches (96.2%) and hospitality/tourism (92.3%), while transportation/logistics was lower at 50.0%. Closure duration was highest in transportation/logistics (94.2%) and food/eateries (92.3%), and lowest in private schools (38.5%). Supply disruption was especially pronounced in manufacturing/fabrication (98.1%) and food/eateries (96.2%), while staffing changes were highest in food/eateries (90.4%). Inflation and slow cash flow were most frequently affirmed in private schools (96.2%) and manufacturing/fabrication (84.6%). These patterns suggest that disruption differed by the operating model of each sector. Supply-dependent production and food businesses may have faced stronger input constraints, while churches and hospitality/tourism businesses may have experienced acute revenue interruptions due to attendance and customer-contact restrictions. These are plausible interpretations, not demonstrated causal mechanisms: the table does not report dates, exposure severity, firm size, or item definitions.

Table 2. Recovery trajectory indicators: affirmative responses, n (%)

Indicator	Hospitality & Tourism	Manufacturing & Fabrication	Food & Eateries	Transportation & Logistics	Publication & Stationery	Private Schools	Churches	Total YES (n=364)
Current sales	50 (96.2%)	46 (88.5%)	44 (84.6%)	51 (98.1%)	50 (96.2%)	52 (100.0%)	48 (92.3%)	341 (93.7%)
Employment	30 (57.7%)	36 (69.2%)	43 (82.7%)	40 (76.9%)	35 (67.3%)	38 (73.1%)	35 (67.3%)	257 (70.6%)
Reinvestment	24 (46.2%)	34 (65.4%)	40 (76.9%)	34 (65.4%)	30 (57.7%)	32 (61.5%)	46 (88.5%)	240 (65.9%)
Finance applications and terms	26 (50.0%)	42 (80.8%)	41 (78.8%)	47 (90.4%)	33 (63.5%)	45 (86.5%)	46 (88.5%)	280 (76.9%)
Informal borrowing	35 (67.3%)	50 (96.2%)	40 (76.9%)	41 (78.8%)	34 (65.4%)	38 (73.1%)	24 (46.2%)	262 (72.0%)
Digital practices	40 (76.9%)	40 (76.9%)	43 (82.7%)	33 (63.5%)	48 (92.3%)	50 (96.2%)	27 (51.9%)	281 (77.2%)
Infrastructure and market access	45 (86.5%)	42 (80.8%)	45 (86.5%)	35 (67.3%)	36 (69.2%)	50 (96.2%)	51 (98.1%)	304 (83.5%)

Source: Researcher, 2026.

Current sales had the highest pooled affirmation in the recovery block (341/364; 93.7%), including 100% in private schools and 98.1% in transportation/logistics. However, employment was affirmed by 70.6% and reinvestment by 65.9%. This gap is central to the study: a high proportion affirming current sales does not by itself demonstrate restoration of turnover, profitability, staffing levels, or investment to pre-pandemic baselines. The table captures the presence of current sales, not the level or trajectory of sales. Infrastructure and market access was affirmed by 83.5%, with particularly high values in churches (98.1%) and private schools (96.2%), while transportation/logistics was lower (67.3%). Digital practices were affirmed by 77.2%, ranging from 96.2% in private schools and 92.3% in publication/stationery to 51.9% in churches. Finance applications and terms were affirmed by 76.9%; transportation/logistics recorded 90.4%, and hospitality/tourism 50.0%. Informal borrowing was affirmed by 72.0%, peaking in manufacturing/fabrication (96.2%) and lowest in churches (46.2%). The coexistence of formal finance applications and informal borrowing suggests that firms may be seeking multiple sources of liquidity, but the table cannot establish loan approval, debt burden, or borrowing cost.

Table 3. Coping strategies and operational adjustments: affirmative responses, n (%)

Indicator	Hospitality & Tourism	Manufacturing & Fabrication	Food & Eateries	Transportation & Logistics	Publication & Stationery	Private Schools	Churches	Total YES (n=364)
Social capital	43 (82.7%)	38 (73.1%)	45 (86.5%)	46 (88.5%)	48 (92.3%)	48 (92.3%)	48 (92.3%)	316 (86.8%)
Public support	32 (61.5%)	40 (76.9%)	36 (69.2%)	40 (76.9%)	24 (46.2%)	46 (88.5%)	48 (92.3%)	266 (73.1%)

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Owner and firm characteristics	23 (44.2%)	32 (61.5%)	35 (67.3%)	34 (65.4%)	26 (50.0%)	43 (82.7%)	38 (73.1%)	231 (63.5%)
Reduced quality	12 (23.1%)	10 (19.2%)	22 (42.3%)	23 (44.2%)	20 (38.5%)	26 (50.0%)	10 (19.2%)	123 (33.8%)
Reduced running time	35 (67.3%)	35 (67.3%)	33 (63.5%)	34 (65.4%)	20 (38.5%)	10 (19.2%)	12 (23.1%)	179 (49.2%)
Energy switch	43 (82.7%)	35 (67.3%)	40 (76.9%)	26 (50.0%)	27 (51.9%)	40 (76.9%)	34 (65.4%)	245 (67.3%)

Source Researcher, 2026.

Social capital was the most widely affirmed coping-related indicator (316/364; 86.8%), with values above 90% in publication/stationery, private schools, and churches. Public support was affirmed by 73.1%, but ranged from 46.2% in publication/stationery to 92.3% in churches. Owner and firm characteristics were affirmed by 63.5%; this item is not sufficiently defined to determine which characteristics respondents considered influential. Energy switching was affirmed by 67.3%, indicating that energy choices form part of the reported adjustment landscape. Reduced running time was reported by 49.2%, while reduced quality was reported by 33.8%. Reduced quality was highest in private schools (50.0%) and transportation/logistics (44.2%); reduced running time was highest in hospitality/tourism and manufacturing/fabrication (67.3% each).

These operational adjustments matter because survival may be achieved partly through retrenchment. Reduced hours or quality can lower immediate costs but may also weaken customer experience, output, and competitiveness if sustained. Energy switching may reflect an effort to maintain operations under unreliable or expensive energy supply.

Table 4. Pearson chi-square tests of sector differences in affirmative responses

Indicator	χ^2	df	p	Holm-adjusted p	Cramér's V	Sig. after correction
Closure duration	64.91	6	0.0000	0.0000	0.422	Yes
Revenue interruption	51.75	6	0.0000	0.0000	0.377	Yes
Supply disruption	74.81	6	0.0000	0.0000	0.453	Yes
Staffing changes	41.91	6	0.0000	0.0000	0.339	Yes
Inflation and slow cash flow	54.38	6	0.0000	0.0000	0.387	Yes
Current sales	16.06	6	0.0134	0.0403	0.210	Yes
Employment	9.58	6	0.1433	0.1433	0.162	No
Reinvestment	25.64	6	0.0003	0.0018	0.265	Yes
Finance applications and terms	39.00	6	0.0000	0.0000	0.327	Yes
Informal borrowing	35.82	6	0.0000	0.0000	0.314	Yes
Digital practices	42.70	6	0.0000	0.0000	0.343	Yes
Infrastructure and market access	32.65	6	0.0000	0.0001	0.299	Yes
Social capital	13.58	6	0.0347	0.0693	0.193	No
Public support	39.88	6	0.0000	0.0000	0.331	Yes
Owner and firm characteristics	23.22	6	0.0007	0.0041	0.253	Yes
Reduced quality	23.36	6	0.0007	0.0041	0.253	Yes
Reduced running time	58.61	6	0.0000	0.0000	0.401	Yes
Energy switch	22.72	6	0.0009	0.0041	0.250	Yes

Source: Researcher, 2026

The tests compare each indicator across seven sector groups (YES versus inferred NO; 52 observations per group). Cramér's V quantifies the strength of association. Holm-adjusted p-values control family-wise error across the 18 indicator tests. The calculations assume the reported YES count and its complement form complete binary responses for every sector.

Interpretation after multiplicity adjustment: sector-group differences remained statistically significant for 16 of the 18 indicators after Holm correction. Employment (adjusted p = 0.143) and social capital (adjusted p = 0.069) did not meet the 0.05 threshold. The largest observed sector association was for supply disruption (Cramér's V = .453), followed by closure duration (V = 0.422) and reduced running time (V = 0.401).

5. Discussion

5.1 Recovery is occurring, but it is not synonymous with restoration

The strongest result is the coexistence of high affirmative reporting for current sales and materially lower reporting for employment and reinvestment. This is consistent with a recovery trajectory in which market activity resumes before firms rebuild their labour base and productive assets. It is also consistent with a distinction between survival and growth: firms may reopen and generate transactions without recovering their previous scale, margins, or resilience.

The high pooled figures for revenue interruption and closure duration provide a plausible historical explanation for continued financial fragility. Interrupted sales reduce internal funds, while supply disruptions can raise input costs or cause missed orders. Inflation and slow cash flow, affirmed by 67.0%, may compound those effects by increasing the amount of working capital needed to sustain the same level of activity. The result aligns with national evidence on liquidity and supply difficulties among non-farm businesses (World Bank, 2020), while remaining specific to the table's seven groups rather than representative of all enterprises in Bayelsa.

5.2 Sectoral variation requires differentiated recovery policy

From the table 2, Manufacturing/fabrication reports the highest supply disruption and informal borrowing, and high inflation/slow cash flow. Food/eateries report high closure duration, supply disruption, and staffing changes. Transportation/logistics reports the

highest closure-duration count and high finance applications, but relatively lower affirmative responses for revenue interruption and infrastructure/market access. Private schools report high current sales, digital practices, infrastructure/market access, and public support, alongside the highest reduced-quality count. Churches report high revenue interruption, social capital, public support, and infrastructure/market access, while informal borrowing is lower than in most other groups.

This variation cautions against one-size-fits-all programmes. Manufacturing may require working-capital products, supplier diversification, and equipment maintenance; food businesses may benefit from cold-chain facilities, storage, hygienic processing, and reliable inputs; transport and logistics firms may need fleet maintenance finance and coordinated loading/market infrastructure; and education and faith institutions may need context-specific digital, facility, and revenue-diversification support. Such sector suggestions should be validated with qualitative interviews and item-level data before they are treated as causal prescriptions.

5.3 Finance and informal borrowing: liquidity relief versus debt vulnerability

Finance applications and terms were affirmed by 76.9%, while informal borrowing was affirmed by 72.0%. Together, these indicators suggest that access to liquidity remains salient in recovery. Yet an application is not the same as a loan received, and borrowing is not necessarily evidence of successful recovery. A firm may apply for formal credit but turn to family, friends, rotating savings groups, supplier credit, or moneylenders when approval is delayed or requirements are difficult to meet. Informal sources can be faster and relationship-based, but they may be costly, uncertain, or inadequate for larger investments.

A recovery-oriented finance system should assess affordability and fit, not only disbursement. Application procedures should be clear; costs and repayment terms should be disclosed; and repayments should reflect realistic sector cash cycles. Small firms with weak records may need bookkeeping assistance and credit-readiness support, while firms facing temporary liquidity gaps may need short-term working capital rather than long-term investment loans. Nigerian research on SME financial accessibility underscores the importance of constraints such as collateral (Okuwhere & Osifo, 2022).

5.4 Digital practices depend on infrastructure and market access

Digital practices were affirmed by 77.2%, indicating that technology-related adaptation is common across the tabulated groups, though not universal. The sector spread—from 96.2% in private schools to 51.9% in churches—suggests that adoption may reflect different service models, customer expectations, and operational needs. Prior Nigerian evidence identifies digital communication as a mechanism for sustaining customer and supplier relationships, collaboration, process diversification, and supply-chain flexibility (Ashiru et al., 2023). The present table is compatible with that argument but does not measure the intensity or effectiveness of digital use.

Digital support should therefore be practical and outcome-linked. Examples include customer messaging, online catalogues, digital payments, bookkeeping, inventory tracking, remote collaboration, and safer account management. These tools should be paired with reliable power, affordable data, delivery options, and training. Otherwise, digital adoption may be superficial or widen gaps between firms that can invest and firms that cannot.

5.5 Social capital and public support: assets with limits

Social capital was affirmed by 86.8%, the highest pooled value in the coping block. Relationships may help entrepreneurs obtain information, identify suppliers, secure short-term credit, retain customers, or share resources. This interpretation aligns with research on relational governance and adaptive capabilities in Nigerian SMEs (Ashiru et al., 2022). However, social capital is not automatically inclusive: support may flow most readily through established networks, leaving newer, remote, or less-connected owners disadvantaged. Public programmes should use networks to communicate information without allowing personal connections to determine eligibility.

Public support was affirmed by 73.1%, with considerable sector variation. This does not indicate what support was received, its value, timing, or effectiveness. It may represent awareness, application, receipt, or perceived relevance; the exact item wording is needed. Programmes should publish eligibility rules, application and approval figures, disbursement timelines, and outcome measures by location, sector, firm size, and owner characteristics. Independent monitoring is important to distinguish programme visibility from actual benefit.

5.6 Cost-cutting, service quality, and the risk of a low-level equilibrium

Nearly half of the pooled observations affirmed reduced running time, and about one-third affirmed reduced quality. These coping responses may conserve cash in the short term but can create a low-level equilibrium if they persist: shorter hours reduce customer access, while quality reductions may weaken trust and repeat purchases. The finding is especially important because current sales were widely affirmed. Sales may be maintained through reduced costs or narrowed service provision rather than through genuine productivity growth. The data do not establish that this mechanism occurred, but it is a credible explanation to test in follow-up research.

Energy switching was affirmed by 67.3%. For enterprises exposed to unstable grid electricity or high energy costs, alternative sources can protect continuity, but they can also impose capital, maintenance, and fuel costs. Recovery policy should compare energy reliability, cost per unit of output, safety, and environmental performance rather than treating a switch as inherently beneficial. Investments in shared productive infrastructure and cleaner, reliable energy may offer broader benefits when designed around enterprise clusters.

6. Conclusion

The tabulated evidence portrays post-COVID-19 recovery in Bayelsa as real but uneven. Revenue interruption and closure duration remain prominent reported experiences, while current sales are much more widely affirmed than employment recovery and reinvestment. Social capital, infrastructure and market access, digital practices, formal finance applications, informal borrowing, and public support all feature prominently in the reported recovery landscape. At the same time, reduced running time, reduced quality, and energy switching indicate that coping may involve operational compromises as well as adaptation.

The principal implication is that reopening and current sales should not be equated with sustainable enterprise development. Recovery requires working capital, productive reinvestment, reliable infrastructure, accessible markets, useful digital capability, and accountable public institutions. Because the table is descriptive and contains a one-case sample discrepancy, conclusions are

appropriately limited to the 364 tabulated observations. Resolving the sample discrepancy and validating the measurement instrument are essential before publication. With those corrections, the study offers a useful sectoral account of how enterprises may move beyond survival toward more durable resilience.

6. Recommendations for enterprise owners

The following recommendations were made

- Business should be insured to secure against future economic breakdown
- Business should be duly registered with CAC to access loan and benefit from government programs.
- Business owners should adopt hybrid measures in achieving their targets and goal.

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