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Infrastructural Development and Business Continuity of Micro, Small and Medium Enterprises in Bayelsa State

Nera Ebenezer Mansi[1*], Festus Emeke Ogwu[1]

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ABSTRACT

This study examined the effect of infrastructural development on the business continuity of micro, small and medium enterprises (MSMEs) in Bayelsa State, with specific focus on transportation infrastructure and energy infrastructure. A cross-sectional survey research design was adopted, with primary data collected from a sample of 400 respondents drawn from a population of 741,093 registered MSMEs using the Taro Yamane formula and Bowley's proportional allocation formula. A structured questionnaire designed on a five-point Likert scale served as the research instrument. Validity was established through expert and supervisor review, while reliability was confirmed using Cronbach's alpha at a threshold of 0.7. Data were analyzed using simple linear regression via SPSS version 26. The findings revealed that transportation infrastructure and energy infrastructure each had a positive and significant effect on business continuity among MSMEs in Bayelsa State. The study concluded that infrastructural development positively and significantly enhances the business continuity of MSMEs. It was recommended that consistent, affordable, and stable electricity supply to support uninterrupted MSME operations.

INTRODUCTION

Business continuity stands at the heart of any enterprise's capacity to survive and thrive in an ever-evolving business environment. For micro, small and medium enterprises (MSMEs), this continuity is not merely a matter of operational success but one of survival in an increasingly competitive market. The concept of business continuity extends beyond the execution of daily activities; it reflects the ability of an enterprise to sustain its core functions despite challenges that may threaten its stability (Steen *et al.,* 2024). MSMEs are particularly vulnerable to disruptions because of their limited financial and managerial capacity, yet their sustained operation remains essential given their contribution to employment generation, innovation, and regional economic development (Gupta & Kumar, 2023). The continued viability of MSMEs therefore influences not only the entrepreneurs who manage them but also the broader economic system within which they operate. In this regard, the uninterrupted functioning of these enterprises forms a foundation for sustainable economic growth and development (Musumali & Qutieshat, 2022). The importance of business continuity becomes even more pronounced in developing regions where enterprises are exposed to multiple external risks. While larger organizations may possess buffers that allow them to withstand shocks, MSMEs often operate with narrow margins that heighten their exposure to disruptions. As noted by Ali *et al.* (2023), MSMEs constitute the backbone of many developing economies, providing employment opportunities and facilitating local economic transactions. Consequently, any interruption in their operations extends beyond the enterprise itself and affects households, supply chains, and community livelihoods (Fameso, 2021). Ensuring business continuity for MSMEs therefore transcends operational stability and becomes central to maintaining economic and social balance.

The continuity of business operations is crucial for the survival, growth, and long-term sustainability of micro, small, and medium enterprises (MSMEs), which contribute significantly to economic development, employment generation, and innovation, particularly in developing regions such as Bayelsa State (Nwadike & Anumudu, 2023). Despite their importance, MSMEs face several challenges that threaten their ability to maintain uninterrupted operations. High operational costs, fluctuating economic policies, inflationary pressures, and limited access to finance create an uncertain business environment that often forces businesses to reduce activities, downsize, or close entirely (Akuwudike *et al.,* 2024; Imoh, 2024). Market uncertainties, intense competition, and limited managerial capacity further constrain their resilience, making it increasingly difficult to sustain consistent operations. In Nigeria, these pressures have been linked to widespread business closures and rising unemployment, highlighting the fragile nature of MSME operations in the face of multiple stressors.

In addition to these economic and market pressures, MSMEs encounter operational challenges that may disrupt continuity. Poor transportation networks, unreliable electricity supply, weak communication systems, and limited access to sanitation facilities can hinder timely access to markets, disrupt production and service delivery, and increase operational inefficiencies (Uzuanwu

[1] Department of Accounting, Faculty of Management Sciences, Niger Delta University, Bayelsa State, Nigeria
[*] Corresponding author's e-mail: ogwufestusemeke@gmail.com

et al., 2023; Imoh, 2024). For example, the deteriorating East-West Road leading to Bayelsa State affects the movement of goods and services, increases transport costs, and delays market access, while inconsistent power supply and weak communication networks may disrupt daily operations and responsiveness to customers. Limited sanitation facilities may also affect compliance with health regulations and influence employee and customer safety. These challenges, often interacting with broader economic pressures, create an environment where sustaining continuous business activities becomes increasingly difficult for MSMEs.

LITERATURE REVIEW

Conceptual Overview

Infrastructural Development

Infrastructure refers to the fundamental systems and services that are necessary for the functioning of a society or organization. This includes physical structures such as roads, bridges, water supply systems, and electrical grids, all of which play a central role in facilitating economic activity and ensuring the smooth operation of businesses and institutions (Omelianenko & Omelianenko, 2023). Beyond these, infrastructure also encompasses essential facilities such as telecommunications networks, public transportation systems, and social institutions including hospitals and schools, which collectively contribute to the overall welfare of communities. In simpler terms, infrastructure serves as the backbone of societal operations, enabling businesses and individuals to carry out daily activities efficiently and effectively while enhancing standards of living. As societies develop and urbanization increases, the demand for robust infrastructure continues to grow, further reinforcing its central importance in supporting sustainable economic growth, attracting investment, and promoting societal well-being. A well-planned and efficiently maintained infrastructure system not only provides stability for business operations but also establishes a foundation for long-term economic progress and competitiveness in both local and global markets (Musa & Adeleke, 2020). In addition, the quality of infrastructure often reflects the level of economic development in a society, as advanced infrastructure facilitates trade, innovation, and access to essential services. In many emerging economies, including Nigeria, inadequate infrastructure remains a major constraint on productivity and business expansion, highlighting the critical role of deliberate infrastructural planning and investment.

Infrastructural development refers to the deliberate enhancement, expansion, and modernization of the basic physical, technological, and social systems that are essential for the functioning of society and the economy (Asaju, 2023). It goes beyond the mere existence of roads, bridges, electricity, and water systems to include the improvement of these facilities to meet growing societal and business needs. Infrastructural development also involves the creation of new facilities where gaps exist, ensuring accessibility, reliability, and functionality in ways that support economic activities and social welfare (Adeoye, 2021). This process is critical for accommodating population growth, facilitating technological advancements, and sustaining economic expansion. The meaning of infrastructural development therefore emphasizes both the qualitative and quantitative improvement of infrastructure, ensuring that it can support emerging business demands, enhance connectivity, and provide equitable access to resources across different regions. It plays a central role in reducing regional disparities and fostering economic inclusivity by enabling more individuals and enterprises to participate in productive activities. Without continuous and strategic investment in infrastructure, societies risk stagnation, inefficiency, and limited opportunities for economic growth (Ekong *et al.,* 2018). Moreover, infrastructural development establishes the conditions necessary for businesses to operate efficiently, expand into new markets, and achieve operational stability. By improving transport networks, energy supply, communication systems, and sanitation services, infrastructural development not only enhances the day-to-day operations of enterprises but also supports long-term competitiveness, resilience, and sustainability. It is therefore a multidimensional concept that integrates physical construction, technological innovation, and social accessibility to create a robust foundation for economic and social development in both urban and rural contexts.

Transportation Infrastructure

The physical and organisational structures that enable the transportation of individuals, goods, and services between various geographic regions are referred to as transportation infrastructure (Wang *et al.,* 2023). It includes road networks, railways, airports, seaports, inland waterways, bridges, and terminals that collectively ensure connectivity within and between regions. These systems serve as channels through which economic transactions occur, enabling producers to access raw materials and consumers to access finished goods (Stępniak *et al.,* 2021). Efficient transportation infrastructure contributes significantly to economic development by lowering transaction costs, reducing travel time, improving market access, and increasing overall productivity. According to Enyia (2020), transportation infrastructure enhances the flow of economic activities by linking production centers with markets, thereby strengthening business competitiveness. Similarly, Asuquo and Ojo (2019) argue that a functional transportation system promotes social integration and regional cooperation by facilitating interaction among communities. In many economies, the level of transportation development is often used as an indicator of economic progress because it directly affects trade, employment, and investment opportunities. Where transportation systems are efficient and reliable, businesses are able to operate with greater certainty and reduced logistical constraints. Conversely, weak

transportation systems can increase operating costs, limit access to markets, and discourage private investment. Therefore, transportation infrastructure remains a foundational element in national development strategies and enterprise growth frameworks.

The concept of transportation infrastructure extends beyond the mere existence of roads and pathways to encompass their quality, connectivity, safety, and reliability. A comprehensive transportation system must be capable of handling increasing traffic volumes while maintaining operational efficiency and minimizing risks. Onyeka *et al.* (2022) explain that the effectiveness of transportation infrastructure depends not only on its physical presence but also on maintenance practices, technological integration, and traffic management systems. In many developing countries, including Nigeria, transportation networks are often constrained by poor maintenance, congestion, inadequate funding, and weak regulatory oversight (Adeleke & Mba, 2021). These challenges frequently result in delays, increased fuel consumption, and higher transportation costs for businesses. Okafor and Bello (2023) further observe that resilient transportation systems enhance supply chain stability, particularly during periods of economic or environmental disruption. The absence of reliable transport systems can weaken distribution channels and limit the ability of enterprises to respond to market demand promptly. Consequently, transportation infrastructure must be continuously improved, expanded, and modernized to accommodate future growth, technological advancements, and evolving economic activities. Such improvements ensure that businesses and individuals can move efficiently within local, regional, and international markets.

Energy Infrastructure

Energy infrastructure refers to the physical structures, facilities, networks, and technological systems that enable the generation, transmission, distribution, and management of energy within an economy (Liu *et al.,* 2022). According to Kuznetsov *et al.* (2024), this system encompasses solar farms, wind turbines, power plants, transmission lines, substations, transformers, distribution networks, fuel pipes, storage facilities, and fuel pipelines. Energy infrastructure forms the structural backbone that supports electricity production and delivery to households and businesses. Without adequate infrastructure, even where energy resources are available, effective distribution and utilization become difficult. Olawale and Adeyemi (2021) emphasize that strong energy infrastructure enhances industrial productivity by ensuring that electricity flows efficiently from generation points to end users. In many developing economies, weak transmission systems, aging power plants, and insufficient maintenance have limited the effectiveness of energy infrastructure, thereby constraining economic growth (Nwankwo, 2020). The development of energy infrastructure therefore involves expanding generation capacity, modernizing transmission grids, improving distribution networks, and integrating advanced technologies to ensure efficiency and reliability. It is not merely about producing power, but about building and maintaining the systems that make sustained energy access possible.

Energy infrastructure also encompasses decentralized and renewable energy systems that complement conventional national grids. This includes solar mini grids, wind installations, hydropower stations, and hybrid energy systems designed to improve access and resilience. Uche and Chibueze (2022) note that diversifying infrastructure through renewable installations strengthens national energy security and reduces overdependence on centralized systems. Adejumo and Okoro (2019) argue that renewable based infrastructure contributes to environmental sustainability while expanding electricity coverage in underserved areas. However, infrastructural expansion often faces challenges such as inadequate funding, poor regulatory frameworks, limited technical capacity, and weak institutional coordination. Energy infrastructure development therefore requires substantial capital investment, effective governance, long term planning, and consistent policy implementation. Infrastructural improvement is reflected not only in increased megawatt capacity but also in the stability of transmission lines, reduction in system losses, and improved responsiveness to demand fluctuations. Strengthening energy infrastructure enhances resilience against power disruptions and ensures that economic actors can operate without persistent interruptions.

Business Continuity

Business continuity refers to the processes and systems that organizations put in place to ensure that their operations can continue during and after a disruption. It involves maintaining critical functions and services despite unforeseen circumstances, such as natural disasters, cyberattacks, or financial crises (Steen *et al.,* 2024). According to Mwangi and Njoroge (2020), business continuity is about ensuring resilience and the ability to recover from setbacks, thus allowing a firm to meet its obligations to stakeholders. Similarly, Jide and Okechukwu (2018) argue that the essence of business continuity lies in the organization's preparedness to handle disruptions without jeopardizing its long-term goals. These perspectives underscore the necessity of proactive planning to prevent interruptions from derailing normal business operations. In this study, business continuity will be defined as an organization's capacity to maintain essential functions under any disruption, with minimal adverse effects on stakeholders and overall performance.

Theoretical Premise

Resource Dependence Theory (Pfeffer & Salancik, 1978)

Pfeffer and Salancik (1978) developed Resource Dependence Theory (RDT), which provides a fundamental viewpoint on how organisations interact with and rely on their external contexts for essential resources. The theory argues that organizations cannot

be fully self-sufficient and, therefore, must engage in strategic actions to manage their dependencies on external resources such as finances, raw materials, labor, and technology. RDT stresses that an organization's survival is contingent upon securing these external resources, and its behavior is shaped by the power dynamics associated with its relationships with resource providers (Pfeffer & Salancik, 1978). This means organizations must continuously navigate these dependencies, sometimes altering their strategies or forming alliances to ensure access to the necessary resources. While the theory was originally developed in the context of large corporations, its applicability extends to organizations of various sizes, including MSMEs, which often face significant resource constraints (Hillman, Withers, & Collins, 2009). This perspective highlights the need for organizations to be adaptable and strategic in their pursuit of external resources to mitigate the uncertainty that arises from these dependencies.

A key assumption of RDT is that organizations are not isolated but exist in a web of relationships with other entities that control critical resources. These external entities often hold power over the organization by controlling access to resources essential for the organization's operations. The theory assumes that organizations seek to minimize uncertainty in their operations by managing these relationships, either by securing long-term contracts, forming alliances, or even diversifying their sources of critical resources (Pfeffer & Salancik, 1978). A significant tenet of RDT is that organizations are not passive in their relationships with external actors; instead, they actively seek to reduce dependence and maintain a level of control over their resource flows (Casciaro & Piskorski, 2005). This can be achieved through various strategies, such as vertical integration or collaborative partnerships, which aim to increase the organization's autonomy. However, the critics of RDT argue that the theory tends to overemphasize the negative impact of dependence. For instance, some argue that the theory neglects the potential for organizations to influence the very resources they depend on, as well as the possibility for mutual benefit in resource exchanges (Frooman, 1999; Oliver, 1991). While the theory is a powerful lens through which to understand organizational behavior, these criticisms suggest a more nuanced approach to understanding how dependencies are managed and how organizations may not always be at the mercy of external forces.

Hypotheses Development

Abdullahi *et al.* (2015) looked at how infrastructure, training, and funding affected MSMEs' success in Nigeria. The case study of Kano State was utilised in the study, which used a descriptive survey research design. By using simple random selection, 310 MSMEs were chosen from among the 1,530 registered MSMEs in Kano State, Nigeria. The closed-ended structured questionnaires that were used to collect primary data for the analysis of this research collected responses from only 299 individuals who participated in the investigation. The study's hypotheses were assessed using Structural Equation Modelling (SEM) utilising Analysis of Moment Structure (AMOS) software, and the respondent profile was investigated using the Statistical Package for Social Science (SPSS) software. The results showed that the performance of SMEs in Nigeria is positively and significantly impacted by infrastructure, training, and funding.

Olawale and Olayemi (2016) investigated how transit infrastructure affected MSMEs' profitability and sustainability in Lagos, Nigeria. Their research sought to assess how the availability of transport services and the quality of road networks affect MSMEs' overall profitability and business continuity. From a population of 1,700 MSMEs, a sample size of 350 was determined using the Yamane approach. Simple random sampling was used to choose participants. The data, which was collected via structured questionnaires, was analysed using regression analysis. The findings showed that a well-kept transport network significantly improves business continuity. In particular, MSMEs situated in regions with better roads and more effective transportation services were able to lower operating expenses and guarantee prompt product delivery, which improved their profitability and long-term operations. Based on the review studies the null hypothesis was formulated:

H_{01}: Transportation infrastructure has no significant effect on business continuity of MSMEs in Bayelsa State.

Boateng and Agyekum (2022) investigated the connection between MSME sustainability and energy supply, concentrating on two aspects: growth and operational efficiency. They used simple random sampling to choose respondents for their research, which polled 330 MSMEs in Kumasi, Ghana, out of a population of 2,300. The data was subjected to regression analysis and correlation using SPSS. The findings demonstrated that erratic energy supply significantly disrupted MSME operations, resulting in higher costs and lower productivity. As a consequence, MSMEs struggled to sustain steady operations and saw limited development, which had a detrimental effect on company continuity.

Oduro and Osei (2024) evaluated how energy infrastructure affected MSMEs' operational effectiveness and competitiveness in Cape Coast, Ghana. From a population of 1,500 MSMEs, a sample size of 350 was selected using systematic random selection. The data collected via structured questionnaires was analysed using regression analysis. The findings showed that MSME competitiveness was significantly impacted negatively by unreliable energy infrastructure. The viability of MSMEs was seriously threatened by frequent power outages and costly energy alternatives, which lowered their operational efficiency and eroded their profit margins. Based on the review studies the null hypothesis was formulated:

H_{02}: Energy infrastructure has no significant effect on business continuity of MSMEs in Bayelsa State.

MATERIALS AND METHODS

This research used a cross-sectional survey approach, gathering primary data at a singular time from registered micro, small, and medium-sized enterprises (MSMEs) in Bayelsa State. The population consisted of 741,093 registered MSMEs as reported by the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN). A sample size of 400 respondents was calculated using the Taro Yamane technique, and Bowley's proportionate allocation formula was used to disperse the sample across MSME groups. A simple random sample method was used to reduce sampling bias and provide fair selection opportunity. Data were gathered with a structured questionnaire based on a five-point Likert scale, ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). The instrument's validity was validated by expert and supervisor review, while reliability was verified using Cronbach's alpha, with an acceptable threshold of 0.7, which all variables satisfied. The data were analysed by simple linear regression to evaluate the study's hypotheses and investigate the effect of each dimension of infrastructural development on business continuity among MSMEs in Bayelsa State, utilising Statistical Package for Social Sciences (SPSS) version 26.

The general form of the simple linear regression model for the study is specified as:

$BC = \alpha_0 + \beta_1 X + \mu_i$

The specific models for the study are stated as follows:

$BC = \alpha_0 + \beta_1 TI + \mu_i$ (I)

$BC = \alpha_0 + \beta_1 EI + \mu_i$ (II)

Where:

BC = Business Continuity of MSMEs

X = Dimension of infrastructural development

α_0 = Intercept

β_1 = Regression coefficient

μ_i = Error term

RESULTS AND DISCUSSION

Inferential analysis was conducted using simple linear regression to test the study's hypotheses. The regression coefficient was examined to assess the magnitude and direction of the effects. Hypotheses were tested at a 5% significance level, with p-values below 0.05 indicating statistical significance.

Table 1: Model Summary of the Effect of Transportation Infrastructure on Business Continuity of MSMEs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.960[a]	.921	.921	1.61548	.921	3989.600	1	343	.000
a. Dependent Variable: Business Continuity									
b. Predictors: (Constant), Technology Infrastructure									

Source: Survey Data, 2026

Table 1 presents the regression model summary of the effect of transportation infrastructure on business continuity of MSMEs. Transportation infrastructure accounts for 92.1% of the variance in business continuity, whereas other variables not included in the model account for the remaining 7.9%, according to the R Square value of 0.921. The model's stability and resilience are further supported by the adjusted R Square of 0.921. The model is statistically significant according to the F Change value of 3989.600 at a significance level of 0.000. This finding suggests that MSMEs' business continuity in Bayelsa State is significantly affected by transport infrastructure.

Decision

Since the significance value (p = 0.000) is less than the 0.05 level of significance, the null hypothesis, which states that transportation infrastructure has no significant effect on business continuity of MSMEs, is rejected. The study therefore concludes that transportation infrastructure positively and significantly affects the business continuity of MSMEs in Bayelsa State.

The regression coefficients for the effect of transport infrastructure on MSMEs' business continuity are shown in Table 2. With an unstandardised coefficient (B) of 1.204, the findings demonstrate that transportation

Table 2: Coefficient of the Effect of Transportation Infrastructure on Business Continuity of MSMEs

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-5.173	.292		-17.706	.000	-5.747	-4.598
	Technology Infrastructure	1.204	.019	.960	63.163	.000	1.166	1.241
a. Dependent Variable: Business Continuity								

Source: Survey Data, 2026

infrastructure has a favourable and statistically significant impact on business continuity. This shows that MSMEs' business continuity increases by 1.204 units for every unit improvement in transportation infrastructure.

Transportation infrastructure has a relatively significant effect in comparison to other factors, as shown by the standardised coefficient (Beta) of 0.960. This impact is shown to be extremely significant by the t-value of 63.163 and the significance level of 0.000. The reliability of this positive effect is further supported by the 95% confidence interval for B (1.166 to 1.241), which shows that improvements in transport infrastructure significantly increase MSMEs' business continuity in Bayelsa State.

Table 3: Model Summary of the Effect of Energy Infrastructure on Business Continuity of MSMEs

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.981[a]	.961	.961	1.12805	.961	8542.736	1	343	.000
a. Dependent Variable: Business Continuity									
b. Predictors: (Constant), Energy Infrastructure									

Source: Survey Data, 2026

The regression model summary of the effect of energy infrastructure on MSMEs' business continuity is shown in Table 3. Energy infrastructure accounts for 96.1% of the variance in business continuity, with other variables not included in the model accounting for the remaining 3.9%, according to the R Square value of 0.961. The model's stability and robustness are further supported by the adjusted R Square of 0.961. The model is statistically significant, according to the F Change value of 8542.736 at a significance level of 0.000. This finding suggests that the business continuity of MSMEs in Bayelsa State is significantly affected by energy infrastructure.

Decision

Since the significance value (p = 0.000) is less than the 0.05 level of significance, the null hypothesis, which states that energy infrastructure has no significant effect on business continuity of MSMEs, is rejected. The study therefore concludes that energy infrastructure positively and significantly affects the business continuity of MSMEs in Bayelsa State.

Table 4 presents the regression coefficients for the effect of energy infrastructure on business continuity of MSMEs. The results show that energy infrastructure has a positive and statistically significant effect on business continuity, with an unstandardized coefficient (B) of 1.011. This indicates that for every one-unit increase in energy infrastructure, business continuity of MSMEs increases by 1.011 units. The standardized coefficient (Beta) of 0.981 demonstrates that energy infrastructure has a very strong effect relative to other variables. The t-value of 92.427 and a significance level of 0.000 confirm that this effect is highly significant. The 95% confidence interval for B (0.989 to 1.032) further confirms the reliability of this positive effect, showing that improvements in energy infrastructure substantially enhance the business continuity of MSMEs in Bayelsa State.

Table 4: Coefficient of the Effect of Energy Infrastructure on Business Continuity of MSMEs

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-1.228	.160		-7.681	.000	-1.543	-.914
	Energy Infrastructure	1.011	.011	.981	92.427	.000	.989	1.032
a. Dependent Variable: Business Continuity								

Source: Survey Data, 2026

Results and Implications

The first objective of the study was to examine the effect of transportation infrastructure on the business continuity of MSMEs in Bayelsa State. The corresponding hypothesis stated that transportation infrastructure has no significant effect on business continuity. The findings revealed that transportation infrastructure positively and significantly affects business continuity. This implies that reliable roads, bridges, and transport networks facilitate the smooth movement of goods and services, minimize delays, and reduce operational disruptions for MSMEs. Efficient transportation infrastructure allows businesses to reach customers and suppliers more effectively, enhancing their ability to maintain continuous operations. This finding presents a novel contribution to literature as there are no direct studies specifically addressing the effect of transportation infrastructure on business continuity of MSMEs in Bayelsa State. Related studies, such as Olawale and Olayemi (2016) in Lagos, Nigeria, and Tesfaye and Bekele (2023) in Addis Ababa, Ethiopia, examined how transportation networks influence operational efficiency and profitability of MSMEs, but they did not focus on

business continuity per se in the Bayelsa context. From a policy perspective, this finding highlights the importance of government investment in transportation networks to support MSME sustainability. Theoretically, it aligns with the resource-based view, which emphasizes that access to critical infrastructure resources strengthens organizational performance. Practically, MSME owners and managers should leverage available transportation infrastructure strategically to optimize supply chain efficiency and ensure business continuity.

The second objective was to determine the effect of energy infrastructure on the business continuity of MSMEs. The hypothesis stated that energy infrastructure has no significant effect on business continuity. The results indicate that energy infrastructure positively and significantly affects business continuity. This means that consistent and reliable electricity supply enables MSMEs to operate without frequent interruptions, maintain production schedules, and reduce operational costs associated with alternative power sources like generators. This finding presents a novel contribution to literature as there are no direct studies specifically addressing the effect of energy infrastructure on business continuity of MSMEs in Bayelsa State. Related studies, such as Tekle and Wondimu (2022) and Boateng and Agyekum (2022) in Ethiopia and Ghana respectively, reported that unreliable energy supply reduces operational efficiency and threatens MSME sustainability, but they did not examine business continuity in the Bayelsa context. Similarly, Oduro and Osei (2024) focused on competitiveness and productivity rather than continuity. From a policy standpoint, this underscores the need for sustained improvements in energy supply and the provision of affordable power to enhance MSME productivity. Theoretically, the result supports contingency theory, which posits that organizational performance depends on the alignment of resources with operational needs. Practically, MSME owners should prioritize access to reliable energy sources and adopt energy-efficient technologies to safeguard continuous business operations.

CONCLUSION

This study investigated the effect of infrastructural development on the business continuity of micro, small and medium enterprises (MSMEs) in Bayelsa State, with specific focus on transportation infrastructure and energy infrastructure. Anchored on the Resource Dependence Theory, the study established that MSMEs rely significantly on external infrastructural resources to sustain their operations and remain competitive. The inferential results confirm that transportation infrastructure positively and significantly affects the business continuity of MSMEs, highlighting the critical role of functional road networks and transport systems in ensuring the timely movement of goods, inputs, and personnel necessary for uninterrupted enterprise operations. Similarly, energy infrastructure positively and significantly affects the business continuity of MSMEs, demonstrating that consistent and affordable electricity supply is a foundational requirement for sustaining productive activities, reducing operational costs, and maintaining business stability. Collectively, these findings reinforce the position that infrastructural development is a strategic determinant of MSME sustainability in resource-constrained environments such as Bayelsa State. Based on the results, the study concludes that infrastructural development positively and significantly affects the business continuity of MSMEs in Bayelsa State.

Recommendations

Based on the findings of this study, the following recommendations are made:

1. The government should prioritize the development and maintenance of reliable road networks and transport systems. This can be achieved through regular road repairs, construction of new highways connecting commercial hubs, and provision of incentives for private investment in transportation services, ensuring MSMEs can move goods and services efficiently.
2. Policymakers and energy providers should ensure consistent, affordable, and stable electricity supply. This could involve expanding the electricity grid, promoting renewable energy solutions for MSMEs, and providing subsidies or flexible tariffs to reduce reliance on costly generators, thereby minimizing operational disruptions.

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