

PRODUCT INNOVATION KNOWLEDGE AND EMPLOYEE PERFORMANCE OF CONFECTIONERY BUSINESS IN ILORIN METROPOLIS

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Abstract

The food industry in globally are compelled to adopt innovation practices because of their strategic roles in addressing hunger, malnutrition and modern source of income. Thus, this study examined the impact of product innovation knowledge on employee performance of confectionary businesses in Ilorin, Kwara State. Descriptive survey design was adopted for the study with a population of 580 management and staff of 116 confectionary businesses captured in the tax net of Kwara State Internal Revenue Service (KWIRS). Multi stage sampling technique was adopted and a sample size of 237. The study adopted primary method of data collection with the aid of structured questionnaire. Both descriptive and inferential statistics were used for data analysis and multiple regression was used for the inferential statistics. Findings revealed that innovation practices have impact on employee performance. The study concluded that product innovation knowledge has significant impact on employee performance, and therefore, recommended that the owners of confectionary businesses should focus on technical knowledge of the product, knowledge of its usage and knowledge of its quality in order for employees render excellent customer service to the consumers of confectionary businesses as a prerequisite for making profit.

Keywords: Product, Innovation, Knowledge, Effectiveness, JEL Classification, M1, M31, M37

INTRODUCTION

Food and beverage production strongly dominates the private manufacturing sector in Myanmar. It is quite interesting to learn that various food processing industries are providers of peoples' daily needs, which include not only food for breakfast and fast food but also as gifts for those paying respect. In this regards, these industries provide not only demand for market and consumers but also compete with various foreign brands so innovation is crucial in these industries. Nigeria food industry comprises of several distinctive segments and specifically the confectionery industry, which includes baked goods (bakery products) like biscuits, crackers, cookies, bread, cakes and confectionary products. The Bakers' confection, called flour confections, includes sweet pastries, cakes and similar baked goods. Sugar confectionary includes sweets, candy, candied nuts, chocolates, chewing gum and bubblegum, sweetmeats and other confections that are made primarily of sugar.

In the North Central particularly in Kwara State, flour based confectionery business are more dominant (Amue & Adiele, 2023). However, in the last years, the food sector has transformed as the range of

food prepared and the way it is consumed in Kwara State has changed (Amue & Adiele, 2023). More local food brands are coming into the market and there is a rise in the number of local food producers, giving consumers greater choice. The food industry is poised for growth and there are huge opportunities for local food producers and multi-national food companies. Therefore food industry in Kwara State has been making effort to innovate in order to add value and to meet the growing consumer demand. The industry has not been responding greatly to the dynamics of consumer demand and food retailing because, they have not been introducing many new product offerings that meet growing demands from teeming consumers. The share of Food and Beverage industry in gross domestic product (GDP) was 15% on average in the 2020s, while the share of the processing and manufacturing sector to total GDP was just 9% in 2020-2021 and the share of Food and Beverage industry in GDP increased to 19% in 2022-2023 while the share of the processing and manufacturing sector in the total industrial sector increased by 8% (from 69% to 77%) from 2020-2021 to 2021-2022 (Ibidunni et al., 2024). Also, according to the Directorate of Industrial Supervision and Inspection as of 31st July, 2022, Food and Beverage Industry includes 63.51% of all categories of registered small and medium industries (SMIs) in Kwara State.

Innovation enables firms to be competition-driven so that they can meet and surpass the changing customers' tastes. However, innovation is important to firm's success, and must therefore, find the ways to ensure its adoption is desirable and in line with modern standard. Although businesses can survive because of loyal customers, nevertheless, they cannot succeed without innovation. Most businesses innovate to gain and keep customers and market share both locally and globally.

Global changes in demand for consumer goods affect confectionary products due to change in the lifestyle of the consumers. The consciousness of the consumers for healthy foods that promote physical and mental health, support a strong immune system and prevent disease have become a critical challenge that is confronting the Confectionary business (Adam et al., 2023). This has compelled the management of the confectionary businesses to ensure that their employees are equipped with adequate knowledge of the firm's products, processes and market situation. It is believed that an employee with adequate knowledge of the firm's product will be able to offer the product and its benefit to the customers. When consumers are searching for products with a predetermined benefit, employees are expected to be hands-on to deliver such products. Doing this will enhance the service delivery of such employee and this will place the employee as one that is performing well on the job.

This study therefore examined the effect of product innovation knowledge and its impact on employee performance in confectionery businesses, Ilorin, Kwara State.

LITERATURE REVIEW

Concept of Innovation

Croitoru (2022) defined innovation as the creation of new idea and it involves the introduction of new product, new method of production, new market, new source of supply and new organization. Bigliardi et al. (2021) opined that innovative activities lead to the development of individual companies and they are the factors that influence the success of business organizations. According to Traill and Meulenbergh (2022), the term innovation was derived from Latin which means new or young or novel. It has various accepted definition. For most people “to be innovative” means to be creative and to make something new. For some people it means a new idea, for others it means an invention (a materialized new idea), for some a new product (a developed invention), for some others it means the art of creating a new product or process, and still for some others it means to create a new business. For most people innovativeness means to be creative and/or to make something new. According to Stock et al. (2022) the main task of a firm is to determine the perceptions, needs and wants of the market in order to create products with a superior value for the firm to be successful. Mosey et al. (2022) suggested that companies with aggressive growth ambitions that repeatedly introduced innovative new products thus opening up new market niches were also those that performed better. The innovativeness of a new product and firm innovation capability is important for several reasons. Innovation products present opportunities for firms in terms of growth and expansion into new areas as well as allow firms to gain competitive advantage. Aghion et al. (2023), opined that innovation is the tool for entrepreneurship development and therefore requires creativity.

Creativity is a variable of innovation and hence, a process by which firms develop new products that give them competitive advantage over their industry rivals. Amue and (2023) opined that most organizations are looking to find the potentials for creating competitive advantages. The ability to develop new products is among the capability benefits and it's also the central point in contesting for many industries and in fact new products develop more and therefore there is more profits and create a competitive advantage for companies.

Product Innovation

Dewar and Dutton (2022) also described that radical innovation brings about a non-routine change to the very core on how activities are carried out while incremental innovation is usually part of routine changes that do not deviate much from present organizational activities. According to Amue and Adiele (2023), product innovation is the introduction of new products that have characteristics and/or use applications that differ from existing products on the market. Product innovation is often made by technology driven companies and helps companies in their competitive positioning while retaining market presence, not only in radically changed products but also in differentiating the offerings. Product innovation deals with the production of new products and services to create new markets or

to satisfy current customers. Godin (2022) described that process innovation is reflected in the improvements or introduction of new production technology and according to Utterback and Abernathy (2022), product innovation is to do more with the outputs that are introduced for the benefits of customers. Process innovations are defined as new tools, devices, procedures as well as knowledge in throughput technology that mediate between inputs and output. Godin (2022) stated that an enterprise should follow the new product development model for the proper development of a new product in New Product Development which includes, the creation of ideas, evaluation of ideas which has to do with the selection of final idea, product development, the manufacturing of prototype and product promotion. Furthermore, the creation of ideas occurs prior to the development of a new product, it is necessary to have some initial ideas for new products, one of which will become the new product. The creation of those ideas forms the basis for the proper development of a new product. Gunday et al. (2021), product innovation is broadly seen as an essential component of competitiveness, embedded in the organizational structure, processes, products, operations, and services within a firm. Product innovation is one of the fundamental instruments of growth strategies to enter new markets, to increase the existing market share and to provide the company with a competitive edge.

Employee Performance

Cardon (2023), opined that the use of new ideas, techniques, innovation, methods and materials to achieve an organizational objective is important for businesses to engender high performance level of their employees. The lack of proper information to help organization select the appropriate technology is one of the major causes of low performance. Further opinions were that the need to attain and maintain high level of performance is generally accepted in all economics and by all employer, management and trade union. Cardon (2023), suggests that small and/or new organizations might face problems in recruiting the employees because they lack the resources and the stature. Cardon (2023), also reaches the conclusion that without candidates having heard about the company, about its knowledge or its numbers, it is difficult for organization to find the necessary employees. It is said that human capital does not influence directly the company performance but only through a variable interim causal chain. The basic idea is that the performance can be differentiated on hierarchical levels, the net result of a level causing the performance of the next level. In spite of some evident inconsistencies in the specialized in nature concerning the number of hierarchical levels or the used criteria the generated models suggest that human resource knowledge have the biggest influence upon the employees motivation, knowledge, skills, competence and in its turn, a change in these components influences productivity; it goes without saying that the variation of the productivity influences the company's performance.

According to Guest (2021), employee performance was seen as a measure of how well human resources are brought together in an organization, and also utilizes for the accomplishments of set of goals. It measures how well an employee functions and also an indication of efficiency and competition on the part of the organization. Employee is at the highest level of performance with the least expenditure or resources. It is often seen as the relationship between total output and total input. According to Su et al. (2021), many organizations face a volatile market situation because of their refusal to adopt market innovation knowledge. In order to create and sustain competitive advantage in business environment, organizations must continually improve their business performance. Increasingly, organizations are recognizing the potential of their human resources as a source of sustaining competitive advantage.

Theoretical Review

Schumpeter's Theory of Innovation

Schumpeter (1934) is considered to be one of the first and most prominent theorist who submitted that innovation is the most critical factor in promoting economic expansion, industrial transformation, and competitiveness of companies. Schumpeter identified five categories of innovation namely, the entrance of a new product or the increase in qualitative improvement of a product that exists, a new mode of production is introduced and the opening of a new market. There is also the need to identify new sources of supply of raw material, and reorganization of an industry to form a monopoly or destroy an established one.

All these forms will explain how these companies can enhance performance by being innovative. Schumpeter emphasized the role of entrepreneurs as the innovation bearers in bringing these innovations through the innovative integration of resources to improve the output and performance of firms. With the aid of innovative progress in the field of product and process automation, artificial intelligence, and digital integration, these confectionery industry will increase production efficiency, reduce costs, and improve the firm performance. This theory is important to the current research because it helps to understand the role of product innovation in promoting employee performance as a prerequisite for organizational performance.

Empirical Review

Abouokbah et al. (2026) examined the role of supply chain information integration (SCII) in driving Green Supply Chain Innovation Performance through the sequential mediation of green absorptive capacity (GACAP) and employee green creativity (EGC). The study was anchored on the theory of Resource-based views (RBV). Data were obtained from 162 supply chain managers in the Saudi manufacturing industry, and the proposed framework was tested using partial least squares structural equation modelling (PLS-SEM), which was complemented by importance–performance map analysis

(IPMA) and necessary condition analysis (NCA). Findings revealed that innovation variable (SCII) has impact on Employee Green Creativity, thereby enhancing GSCIP. The study concluded that innovation variable (SCII) hypothesized sequential significant impact on Employee green creativity. The study emphasized the need for employee to have knowledge on supply chain of the firm's products. It also highlighted SCII as a variable of innovation which employees should have knowledge of.

Zhang et al. (2025) analyzed the role of product innovation as a mediator in the relationship between the tacit knowledge management process and organizational performance. In addition, two moderating variables were examined which include, affective trust between the tacit knowledge management process and product innovation relationship and task efficiency in product innovation and organizational performance relationship. The study sample size was 344 and data were collected with the aid of questionnaire from various Chinese regions between February and April 2023 for the study. The regression, mediation and moderation analyses on lower and higher-order data were evaluated using the SmartPLS approach. The results validate that product innovation mediates the connection between managing tacit knowledge and the organization's performance. Affective trust also plays a positive moderating role between tacit knowledge and product innovation. These results provide valuable theoretical and practical insights, substantiating various direct, indirect, mediate, and moderated effects hypotheses. The study was restricted to manufacturing companies and the model's scope did not include other industries. Although, the study established the significance of effectively managing tacit knowledge for fostering product innovation. Company managers and leaders can promote employee trust, enhancing innovation capabilities and overall organizational effectiveness.

Awawdeh (2024) examined the impact of organizational learning culture on knowledge sharing and job satisfaction. Analysis of survey data collected from 250 employees in call centers within Jordan's banking and telecommunications sectors were analyzed with the partial least squares (PLS). Findings revealed that there is a positive correlation between organizational learning culture, knowledge sharing, and job satisfaction. Moreover, knowledge sharing positively influences job satisfaction and innovation capability. The study concluded that knowledge sharing has a significant impact on employee satisfaction. The study underscores the importance of fostering knowledge sharing which offers employee the opportunity to acquire innovative knowledge with respect to the firm's product as a prerequisite for employee satisfaction. A satisfied employees is believed can achieve result, which is a variable of employee effectiveness.

Anwar et al. (2024) examined the effect of product innovation on sales and productivity of manufacturing firms and findings revealed that investments in Research and Development and process innovation have favorable effects on sales and productivity; yet, the effect of product innovation

depends on the absorptive capacity of a firm. This indicates the significance of considering R&D intensity being a moderator or a control variable.

Tang et al. (2023) constructed a theoretical model, comprising distributed innovation, knowledge re-orchestration and digital product innovation performance, and discuss the moderating roles of intellectual property protection and knowledge exchange activities. The study used a sample of 362 Chinese science and technology enterprises, the scholarship's framework and hypotheses were tested using regression and bootstrap analysis. The results confirm that distributed innovation positively enhances enterprises' digital product innovation performance; knowledge re-orchestration plays a partial mediating role in the linkage amongst distributed innovation and digital product innovation performance; and intellectual property protection and knowledge exchange activities negatively and positively moderate the mediating role of knowledge re-orchestration amongst distributed innovation and digital product innovation performance, respectively. The study focused on the effect mechanism of intellectual property protection, knowledge exchange activities and knowledge re-orchestration on the linkage amongst distributed innovation and digital product innovation performance. This paper expands the theoretical application of distributed innovation, knowledge orchestration and other related theories in the context of the digital economy and further provides a policymaking reference for the improvement of enterprises' digital product innovations. A random-effects model was used by Choe (2023) to analyze the performance of 32 listed firms, finding that investments and ICT and the degree of automation impacted positively on both ROE and the Q of Tobin. Olatunji and Oseni (2024) have also demonstrated that digital transformation strategies positively increased sales growth and reduced operating expenses of firms.

Bratianu et al. (2023) explored the mediating effect of customer knowledge management in the relationship between innovative work behavior and the product innovation process. A cross-sectional design was adopted and data was collection from 154 employees with the aid of structured questionnaire. Findings showed that there is positive relationships between innovative work behavior and the product innovation process ($r = 0.420$, $p < 0.01$). Pearson's correlation shows a coefficient of 0.42, meaning that 42% of the variations in perceived product innovation are due to variations in innovative work behavior. The study concluded that knowledge management that significantly contributed to the product innovation process.

Adam et al. (2023) studied how the introduction of digital technology would alter the short-term and long-term profitability of consumer goods firms in Nigeria. Their results indicated that first investments in technology resulted in a fall in ROA because of large costs of set up, but eventually, eased long-term profitability, which is in line with the Schumpeter theory of the innovation lag.

Song and Montoya-Weiss (2022) evaluated the use of the Industry 4.0 technologies in the automobile industry and concluded that the utilization of artificial intelligence, robotics, or the (IoT) contributed greatly to productivity as well as to profitability. They established that technological change gives the firm an opportunity to streamline production and reduce wastages. On the same note, Rahman and Ismail (2022) in Malaysia found the significant positive impact of both process and product innovation on profitability, which confirmed that the continuous innovation supports the financial sustainability of companies. Mensah and Boateng (2021) examined how the capabilities of innovation impact the development of manufacturing companies in Ghana and found that the positive impact of R&D and process innovation on the profitability and market share is notable. Omondi et al. (2020) examined digital preparedness and performance of health professionals. Findings revealed that infrastructures, digital literacy, and training have impact on clinical workforce performance. The study concluded that computer literacy and knowledge of internet facilities have significant impact on the performance of clinical workforce. The study faces criticism that clinical workers are expected to have knowledge of the medical product since they undergo a rigorous training both in academic coursework and practical housemanship. The implication is that the clinical workforce are believed to have been prepared manually and digitally through their training programmes.

Wahyono (2020) analyze the effect of knowledge management on innovation, the effect of knowledge management on competitive advantage and the effect of innovation on competitive advantage in small and medium enterprises in food products are taken into account. The approach used in this study was quantitative approach. The population in this study was all the small and medium entrepreneurs of typical food products of Riau and Central Java Indonesia, which consisted of 238 business units: secondary data of Industry, Trade and Cooperative Service and SME Riau and Central Java Province at 2016. The data analysis method was structural equation model, using three measurement models. Product innovation has effect on knowledge management and therefore gives the organization a competitive advantage. Findings indicated that the higher the knowledge management, the higher the competitive advantage would be, if mediated by higher product innovation. The study concluded that knowledge management had positive and significant effect on product innovation. The positive effect showed that the better the knowledge management by the entrepreneurs of small and medium enterprises of typical food products of Riau, the better is the product innovation and vice versa.

Bhardwaj (2020) examined the influence of knowledge management on new product innovation by intrapreneurial companies. Survey design was used and data was collected with the aid of questionnaire from 319 respondents working with Heavy engineering auto companies, including,

Maruti, Honda and others. The data were analyzed to find the influence of knowledge management on new product development. Structural equation modeling method, critical path analysis and reliability were checked by Cronbach's alpha. Findings showed that the innovation of a new product is critical for the companies. Also, it is very important for the companies to have knowledge management systems such as intelligence generation and dissemination process to facilitate information sharing among the various departments. Responsiveness to the market needs would be based on how authentic the customer data are and to what extent the company is able to share these data with research and product development departments to motivate new products for fulfilling these needs of the customers.

METHODOLOGY

Descriptive survey research design was adopted for this study because of the need to access the owners and managers of the confectionary business directly. The population of management and staff of the confectionary businesses who have been captured under the tax net of KWIRS is taken as 5 per firm totaling 580 (Kwara State Directorate of Income Tax, 2025). The number of registered confectionary firms within Ilorin metropolis as at December, 2025 is 116 with employees ranging between 5 and 6. The firms are also registered with the Ministry of Business, Innovation and Technology (MBIT, 2025). Multi stage sampling technique which comprised of purposive, stratified and simple random sampling techniques were used in the selection of respondents for the study. Purposive was used because confectionary businesses were suitable for the study. Stratified sampling technique was used because of the classification of the respondents along management and other staff strata. Simple random sampling gave each respondent an equal opportunity of being selected for the study. Taro Yamane (1967) Sample size formula is given as $n = N/[1+N(0.05)^2]$ was used to determine the sample size, and where $n = 237$.

Primary method was used by the study and survey questionnaire was considered as the instrument of data collection. A well-structured questionnaire was employed to collect material information from the respondents as suggested by Merrilees et al. (2021) and it was adapted by this study. The questionnaire was structured into two main parts. Section A contained information on the demographic characteristics of the respondents while section B contained question items on the independent and dependent variables of the study. The question items were measured vide a Five-point Likert scale (e.g. 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5= strongly agree).

Content validity was used to determine validity of the data instrument. Each item in the questionnaire was inspected for clarity of objectives and relevance to the research questions. Copies of the questionnaire were given to the supervisor of this study and other experience people in the area of methodology and subject matter for vetting. Thereafter, amendments were done and copies were made for final administering on the target respondents. After retrieving all the copies of the questionnaire,

the study embarked on reliability test to ascertain the fitness of data set collected and Cronbach's Alpha formula was used to perform the reliability test of the instrument. A coefficient of 0.6 to 0.7 is normally accepted as a rule of the thumb for management sciences and 0.8 or higher indicates good consistency. An alpha values for this study is $\alpha=0.762$ (see pg. 53). Both descriptive and inferential statistics were employed as the method of data analysis for this study. Descriptive statistics make use of percentage and frequency tables for its analysis, while inferential statistics make use of and multiple regression. This becomes necessary because, the study area has multiple variables.

4.1 Results Presentation and Analysis

Table 1

Model Summary of Product Innovation Knowledge and Employee Effectiveness

Model 1	R	R Square	Adjusted Square	R	Std. Error of the Estimate
Main Effect	.867 ^a	.751	.746		.78109

Source: Author's Computation, (2026).

a. Predictors: (Constant), PRDIP

The model summary above showed that there is strong positive relationship between product innovation knowledge and employee performance with $R=0.867$. Furthermore, the model summary revealed an $R\text{-Square}=0.751$. This means that variable of product innovation knowledge explains the variability changes in employee performance by 75.1%. Although there are other variables not identified by this study which has effect on employee performance and they constitute the remaining 24.9%.

Table 2

ANOVA^b of Product Innovation Knowledge and Employee Effectiveness

Model 1		Sum of Squares	Df	Mean Square	F	Sig.
Main Effect	Regression	96.852	3	13.810	48.972	.000 ^b
	Residual	32.053	234	0.282		
	Total	128.905	237			

Source: Author's Computation, (2026).

a. Dependent Variable: employee effectiveness

b. predictors: Product Innovation Knowledge

In table 2, the ANOVA test reveals an F-statistic value of 48.972 for the model which is greater than the table F-statistic=6.234 at a degree of freedom (3, 237). This means that the model is fit

for the study and significant. Furthermore, the results showed a p-value=0.000 which is less than 5% level of significant level at p=0.050. Based on the level significance, the null hypothesis one was rejected and the alternate hypothesis was accepted.

Table 3

Regression Coefficients of Product Innovation Knowledge and Employee Performance

Model 1	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.526	.208		3.042	.042
TKP	.606	.066	.451	8.631	.000
KPU	.536	.044	.427	9.802	.000
KPQ	.479	.080	.372	6.766	.000

Source: Author’s Computation, 2026

Table 3 revealed that the variables of Product Innovation Knowledge which includes, technical knowledge of the product, knowledge of product usage and knowledge of product quality have impact on employee performance with β -value= 0.606, 0.536 and 0.479 respectively. Furthermore the results showed that technical knowledge of product has more impact than knowledge of product usage and knowledge of product quality. However, all the variables are significant because their p-values=0.000, 0.000 and 0.000 are less than (<) p-value=0.050 level of significance.

Findings

Based on the results of hypothesis one, an R-Square=0.751 means that the variable of product innovation knowledge has impact on employee performance. This also means that the variability changes in employee commitment is explained by 75.1% variability changes in product innovation knowledge. Furthermore, the results showed a p-value=0.000<p-value =0.050. The study therefore, rejected the null hypothesis one and the alternate hypothesis was accepted.

The study tested the regression coefficients of three sub-variables of Product Innovation Knowledge which includes, technical knowledge of the product, knowledge of product usage and knowledge of product quality, and the result revealed that all the three variables of Product Innovation Knowledge have impact on employee performance with Beta = 0.606, 0.536 and .479 respectively. Furthermore the results showed that technical knowledge of the product has more

impact than the other two variables stated above. All the variables are significant because their p-values=0.000, 0.000 and 0.000 are less than the calculated p-value=0.050 level of significance. The study findings agree with the conclusions in Omondi et al. (2019) which examined how digital preparedness and process innovation affect employee performance. This shows the degree by which innovation practices enhance productivity and performance, as a prerequisite for financial sustainability of organizations.

CONCLUSION AND RECOMMENDATION

This study concluded that Product Innovation Knowledge has significant impact on employee performance. Product Innovation Knowledge is an important means through which employees contribute to success of their firms' business. However, the fact that firms adopt innovation practices is not automatic that the firms' progress is guaranteed. Nevertheless, the innovative efforts of businesses spanned over a long period of time must be sustained with the employee knowledge upgrade with respect to the technical knowledge of the product, knowledge of product usage and knowledge of product quality.

The study therefore, recommended that owners of confectionary businesses should focus their firm's policy on product innovation knowledge in order to enhance their employee performance as a prerequisite for the success of their business.

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APPENDIX I
QUESTIONNAIRE

Department Of Business Administration
 Faculty of Management Sciences

Dear Respondent,

ADMINISTRATION OF QUESTIONNAIRE

I am a final year student of the above institution, researching the IMPACT OF PRODUCT INNOVATION KNOWLEDGE ON EMPLOYEE PERFORMANCE OF CONFECTIONERY BUSINESSES, ILORIN, KWARA STATE. The responses that you provide shall be used to determining the success of the study. There will be no personal risk encountered while participating in this exercise, the information being provided should be accurate and sincere. The information provided shall be treated with utmost confidentiality.

Yours sincerely,

SECTION A: DEMOGRAPHIC INFORMATION

Please mark as appropriate (√)

1. Gender: Male (), Female ().
2. Age: Under-20 (), 21-30 (), 31-40 (), 41 and Above ().
3. Education: High school (), Diploma/NCE (), Graduate (), Master ().
4. Position: Lower level (), Manager Level ()

SECTION B

(Please circle on the most appropriate level of your agreement or disagreement to the following statement)

1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly agree

	Product Innovation Knowledge	SD	DA	UD	A	SA
5	All the employees know all the products of your firm	1	2	3	4	5
6	The firm teaches employees the features of its products	1	2	3	4	5
7	The firm regularly introduces new product(s)	1	2	3	4	5
8	The firm has introduce new packaging for its product(s)	1	2	3	4	5
9	The firm trains employees on the use and benefits of the existing and new products	1	2	3	4	5
		1	2	3	4	5
	Process Innovation Knowledge	1	2	3	4	5
10	The firm allows all its employee to get involve in New method of doing things	1	2	3	4	5
11	The firm has consistently introduced new method of production	1	2	3	4	5
12	The firm allows employees to operate new machines	1	2	3	4	5
13	The firm encourages employee to submit new process of manufacturing					
14	The firm rewards employees who excel in production process					
	Market Innovation Knowledge					
15	The firm allows its employees to create new market for its product					
16	The firm allows his employees to carry out and write report on market surveys					
17	The firm encourages employees to identify new target market					

18	The firm trains its employee on market innovation					
19	The makes market innovation knowledge a precondition for promotion					
	Employee Performance					
20	Innovation practices enhance the efficiency of employees in the form					
21	Training in innovation practices enhance employee effectiveness					
22	New product knowledge increases employee service delivery					
23	Creative process innovation improves employee productivity					
24	Market innovation improves employee effectiveness					
25	Turnaround of employees has increased because of their process innovation knowledge					

**CRONBACH'S ALPHA TEST
SCALE: ALL VARIABLES**

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	0.0
	Total	10	100.0

- a. Listwise deletion based on all Variables in the procedure

Reliability Statistics

Cronbach's Alpha	N of Items
0.762	10

Source: Author's Computation, (2026).

$\alpha = 0.762$