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Abstract

Business outcomes are fundamental to business continuity. Given the contributions that online retail stores have made in most developing and developed countries of the world by reducing buyers' stress, saving shoppers' time, and increasing sales and profits faster compared to traditional stores. However, the online retail stores' business outcomes are challenged by low management satisfaction, a decline in market size, market share, reduced competitiveness, and a reduced survival rate, which are probably due to the inadequate application of strategic innovation. Hence this study examined the moderating effect of customer trust on the interaction between strategic innovation and business outcomes of selected online retail stores in Lagos State, Nigeria. Survey research design was adopted. The population was 325 management and technical staff of six selected online retail stores in Lagos State, Nigeria. Total remuneration method was adopted and a sample size of 298 was found usable. A multistage sampling technique was adopted. A structured and validated questionnaire was adopted for data collection. Cronbach's alpha reliability coefficients for the constructs ranged from 0.662 to 0.922. The response rate was 91.6%. Data were analysed using descriptive and inferential (multiple and hierarchical regression) statistics. Findings revealed that the effect of strategic innovation on business outcomes of the selected online retail stores in Lagos State, Nigeria was moderated by customer trust (β = -0.504, $\Delta R2$ = 0.003, ΔF = 21.527, p = .000). The study concluded that strategic innovation dimensions affect the business outcome of the selected online retail stores in Lagos State, Nigeria. The study recommended that Online Retail Stores owners and managers should practice strategic innovation as well as promote customer trust so as to ultimately increase their business outcomes and achieve sustained market leadership.

Keywords: *Strategic innovation, Technological resources, Process innovation, Customer trust, Business outcomes.*

1.0 Introduction

Globally, organisations, irrespective of their sizes, seek to consistently achieve positive business outcomes for them to stay in business and thrive. However, business outcomes, sometimes, fall far short of set targets, goals and objectives due to the dynamic and turbulent business environment (Sharma, Pilli, Mazumdar, & Gera, 2020). Despite the growing importance of the online retail business sector in the prevailing digital and post COVID-19 era, the sector has experienced a high rate of business failure leading to closure of many online retail companies (Ugbomhe, Peter & Abara, 2018). To control this shift, it might be worthwhile to apply strategic innovation in the management of online retail businesses towards the achievement of better business outcomes (AlQershi, Abas, & Mokhtar, 2019).

Global e-commerce sales totaled 2.8 trillion US dollars in 2018, with estimates of up to 4.8 trillion US dollars by 2023. According to a Statista poll (2020), 81 percent of the online population in Germany purchased a product online in the previous month. The average value of online shopping orders globally via desktop in the second quarter of 2019 was 136.77 US dollars. According to Internet World Stats (2019), there are over 604 million Internet users in Europe, with an overall Internet penetration of 73.5 percent. In 2021, more than 65 percent of European Union (EU) Internet users made an online transaction. The retailing environment in Africa is aggressively reorganizing into the next frontier of growth. Although the usage of internet technology in Africa is increasing, the difficulty remains that online retail establishments in rich nations have gone ahead of developing countries such as South Africa (SA) and much of the African continent (Statista Survey, 2021).

Despite the quick rise of online retail establishments and the good future growth of this alternative purchasing method in Nigeria, negative features are increasingly being connected with it. In comparison to a physical environment, greater risk and less confidence are expected in an online retail environment because there are no visual or tangible indicators of the product's quality, no face-to-face contact with sales staff, and the transaction is influenced by security and privacy concerns (Akinwale, Adepoju & Olomu, 2017). Despite their importance, the business results of online retail outlets are impeded by low management satisfaction, a decline in market size, market share, reduced competitiveness, and a lower survival rate, all of which are likely the result of insufficient strategic innovation application.

Strategic innovation is an important factor for organisation to sustain market share, coverage and management satisfaction (Nybakk & Jenssen, 2012). Surprisingly, an important topic such as strategic innovation is built by a thin body of literature. Nevertheless, the concept of strategic innovation is an important topic to be reviewed. Firms are dealing with highly volatile markets and have to re-define their market strategies. Strategic innovation is a concept that provides more insights on how firms can compete in these volatile markets and sustain or create new markets or increased market share (Kataria, 2013). Literature has shown that strategic innovation can be used to solve the problems of various business outcomes. Jones and Leonard (2014) posit that lack of trust is a major inhibitor of online shopping as the fear of seller opportunism will distance buyers from making a purchase on the site. Mpinganjira, (2015) buttressed that while the attributes to build initial trust is essential for purchase intention and the initial purchase, the ability to sustain the initial trust and build on this is more important as inability to achieve this can result in loss of customers.

Although trust is often cited as the single most significant criterion for customers when selecting an online provider (Muharam, Chaniago, Endraria & Harun, 2021; Urban, Sultan, and Qualls 2014; Vatanasombut, Igbaria, Stylianou & Rodgers, 2017), few research have investigated why. Previous e-commerce adoption research has revealed that customer trust is critical for minimizing individual consumer perceived risk in the realm of online buying (Amaro & Duarte, 2015). As a result, research on how to build customer trust in an online context is sparse and varies greatly in terms of the dimensions of the problem investigated. Consequently, the antecedents of customer trust in online retail stores context remains fragmented. Therefore, this study examined the moderating effect of customer trust on the interaction between strategic innovation and business outcomes of selected online retail stores in Lagos State, Nigeria.

2.1 Literature Review

This section focused on concepts of strategic innovation, human capital, process innovation, organisational culture, technological resources, business outcomes and customer trust along theoretical, conceptual and empirical lines.

2.1.1 Strategic Innovation

Strategic innovation refers to the basic re-conceptualization of business models and the reformation of current markets through rule breaking and changing competition (AlQershi, Abas, & Mokhtar, 2019). According to Witjara, Herwany, and Santosa (2019) strategic innovation is a future-focused business development framework that identifies breakthrough growth opportunities, accelerates business decisions and creates near-term, measurable impact within the context of a longer-term vision for sustainable competitive advantage. According to Dogan (2017) strategic innovation is the ability to create and revitalize the business idea and concept of the company by changing both the market of the company and the competencies and business system of the company. In this way, strategic innovation is concerned with developing the entire company. Strategic innovation is measured with proxies of human capital, process innovation, organisational culture and technological resources for the purpose of this study which are discussed below.

Yaseen, Dajani and Hasan (2016) defined human capital as the set of attitudes, values and aptitude of employees that result in competitive advantage and the creation of organisational value. In other words, it is the employees' experience, know-how and talent in the organisation (Kamukama & Sulait, 2017). Human capital refers to the individual's capability, skills, knowledge and experience (Chigozie, Aga, & Onyia, 2018; Kamukama & Sulait, 2017). Human capital thus represents the human factor in the organization, the skills combining intelligence and expertise that employees take with them when they leave and which give the company its distinctive character (Vidotto, Ferenhof, Selig, & Bastos, 2017).

Process innovation is the implementation of a new or significantly improved production or delivery method (Abdullah, Alodat, Aburumman, Hoque, & Ige, 2019). This includes significant changes in techniques, equipment and/or software. Process innovations can be intended to decrease unit costs of production or delivery, to increase quality, or to produce or deliver new or significantly improved products (Gemser & Leenders, 2015). Process innovation entails the introduction of new production method, approach or new technology, with the aim of improving production processes

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(Hilal, 2015). Process innovation involves changes in the way in which things (products/services) are created and delivered, which includes creating and improving methods and developments in the processes or systems (Etzkowitz & Ranga, 2015).

Organisational culture refers to the set of shared, taken-for granted implicit assumptions that a group holds and that determines how it perceives, thinks about and reacts to its various environments (Shahzad, Luqman, Khan, & Shabbir, 2012). Odor (2018) explained that organisational culture has a critical impact on the organisation's ability to carry out objectives and plans as well as to implement organisational change in a strategic direction. Organisational culture is a system of meanings, values and beliefs that are included in the organization which are references to actions and distinguish one organisation from another (Akopova & Przhedetskaya, 2016). According to Aldrin and Yunanto (2019), organisational culture is also conceptualized as a set of ideologies, philosophies, values, behaviors, attitudes and shared norms in an organisation.

Technological organisational resources are defined as any technology perceived by the individual to help attain his or her organisational goals (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014). Technological organisational resources thus enable employees to successfully complete their tasks and goals, as a way to enhance their well-being and capacity to perform well (Nielsen, Nielsen, Ogbonnaya, Kansala, Saari, & Isaksson 2017). Technological organisational resources is defined as any technology perceived by the individual to help attain his or her organisational goals (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014). Technological resources are a firm's assets and capabilities to develop new products and implement innovative, efficient organisational processes (Zahra, 1996).

2.1.2 Business Outcomes

A business outcome is a precise result or change in company performance that is clear, specified, and visible (Aaltola, 2019). Ugbomhe, Peter, and Abara (2018) defined business outcome as the attainment of an organization's aims and objectives after the combination of the organization's resources. Business outcomes are outcomes over which you have no direct influence. A business result of internal and external corporate actions (Dionisio, 2017). Lewis (2019) described business outcomes as a technological solution that assists a company or organization in meeting its aims and objectives. Business outcomes, according to Page Academy (2021), are critical, high-value business objectives that a system is meant to deliver. These results are most often linked to a company's strategic objectives and highly impacted by how consumers engage with the firm.

2.1.3 Customer Trust

Customer trust is the attachment a customer has with the company which translates to loyalty (Calder, Malthouse, & Maslowska, 2016). Basically, customer trust plays an important role at e-business because at e-market privacy and security are key elements to develop trust (Dawes, Meyer-Waarden, & Driesener, 2015). Haghighi, Dorosti, Rahnama, and Hoseinpour (2012) define customer trust as an expectancy of positive outcomes that one can receive based on the expected action of another party. Customer trust is an expectation set within particular contextual parameters and constraints (Sharma, et al., 2020). Cuillierier (2016) defined customer trust as the willingness of the consumers to rely on an organisation to create a positive outcome without being affected.

2.2 Empirical Review

The study of Adedeji (2019) showed that product quality and customer satisfaction have significant positive effect on customer loyalty, customer trust and customer satisfaction significantly moderates the relationship between product quality and customer loyalty in food processing firm in Kaduna State, Nigeria. Similarly, the study of Issock Issock, Roberts-Lombard, and Mpinganjira (2020) on the importance of customer trust for social marketing interventions: a case of energy-efficiency consumption found that customer trust is influenced by customers' perception of the price and quality of energy-efficiency products, their attitude towards such products and their level of satisfaction with the environmental performance of the products. Customer trust, in turn, showed a positive influence on the customers' intention to purchase energy-efficiency products and their loyalty to such products. The study also revealed that customer trust was found to be an important mediator in the conceptual model.

Marinkovic and Kalinic (2017) studying, antecedents of customer satisfaction in mobile commerce: Exploring the moderating effect of customization, the results revealed that customer trust, perceived usefulness, mobility, and perceived enjoyment were found to be significant drivers of customer satisfaction. The results also indicate the statistical significance of two interaction effects: customization moderates the influence of mobility and the influence of trust on customer satisfaction. Similarly, Minta, (2018) in a study on link between satisfaction and customer loyalty in the insurance industry: Moderating effect of trust and commitment. The findings show that satisfaction has a positive and significant relationship on customer loyalty. In addition, the study found the insignificant role of trust and also the negative effect of commitment on the relationship between satisfaction and customer loyalty. Also, the empirical study of Aristyanto, Hasan, and Nanda (2019) showed that trust has a significant effect on satisfaction and as business outcome for an Islamic bank. Also, based on the results of the analysis of the research of Ms, Kusmaningtyas, and MSi (2020) it can be concluded that there is a relationship between customer satisfaction, emotions, customer loyalty and customer trust.

Study by Bhatti, Rehman, Kamal, and Akram (2021) using customer trust as a moderator, the key finding is that all CRM components (customer orientation, customer advocacy and customer knowledge) except customer engagement have positive impact on customer loyalty. Moreover, customer trust only moderates the relationship between customer knowledge and customer loyalty, whereas other CRM components and customer loyalty is not moderated by customer trust. Similarly, Alam, Karim, and Habiba (2021) in their study on the relationship between CRM and customer loyalty: the moderating role of customer trust, the study revealed that all customer relationship management components (customer orientation, customer advocacy and customer knowledge) except customer engagement have positive impact on customer loyalty. Moreover, customer trust only moderates the relationship between customer knowledge and customer loyalty, whereas other CRM components and customer loyalty do not moderate by trust. The findings of the study add to the substantial pool of knowledge on CRM components, customer trust and customer loyalty literature. More specifically, the moderating role of customer trust between customer knowledge and customer loyalty.

Oh, Cho, and Kim, (2015) in their study on the effect of a firm's strategic innovation decisions on its market performance revealed that different types of strategic innovation have been introduced in the studies of strategic innovation. However, their effects on firms' market performance have been under-explored. Stathopoulou and Balabanis (2016), in their research on the effects of loyalty programs on customer satisfaction, trust, and loyalty toward high- and low-end fashion retailers. Also, Glaveli (2020) on his research on corporate social responsibility toward stakeholders and customer loyalty: investigating the roles of trust and customer identification with the company, revealed customer trust and loyalty can be achieved through customer satisfaction. However, going through recent publications on customer trust in the online domain and how important it is becoming to management and academicians, more studies needs to be focused especially as a moderator, in this context, the customer trust is used as to how it can moderate strategic innovation and the business outcomes (AlQershi, 2021; AlQershi, Diah, Latiffi, & Ahmad, 2021; Atalay, Anafarta, & Sarvan, 2013; Ibrahim, & Yusheng, 2020; Truong, Dang-Pham, McClelland, & Nkhoma, 2020; Zaman, Nadeem, & Nawaz, 2020) in their findings on the relationship between strategic innovation and various business outcomes revealed that the research area of strategic innovation although has been explored using various sub-variables, there is still more exploitation to be done by researchers especially in developing countries and in the present research area. There is however a dearth in the number of research into the moderating effect customer trust will have on strategic innovation and business outcomes in selected Online Retail Stores in Lagos State, Nigeria. More of the studies were limited to bigger firms globally and also in countries outside Africa. Based on this premise, this study hypothesized that:

Ho_1: Customer trust does not moderate the effect of strategic innovation on business outcomes of selected Online Retail Stores in Lagos State, Nigeria

2.3 Research Conceptual Model

The study was conceptualized as shown in the model below:

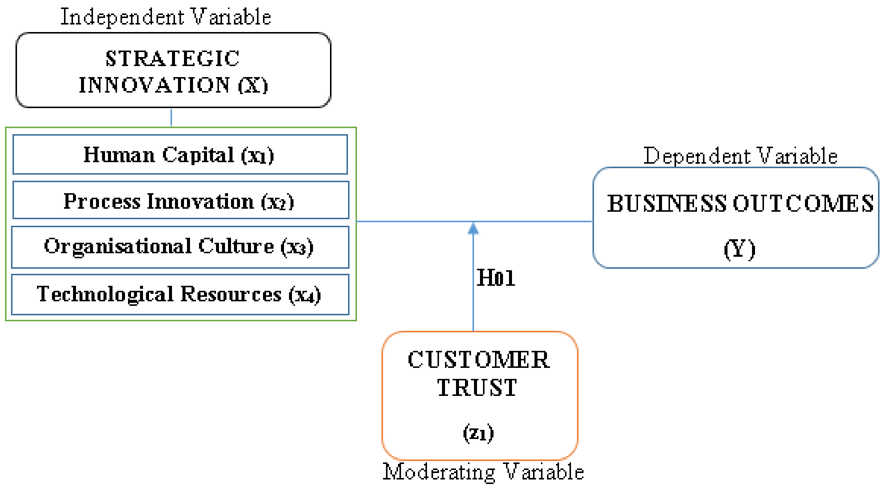

Figure 1: Research Model (2022)

The figure above presents the conceptual model based upon the review of literature and it shows the effect of strategic innovation dimensions (human capital, process innovation, organisational culture and technological resources) on business outcomes moderated by customer trust.

2.4 Theoretical Review

The baseline theory for this study is Systems theory. Von Bertalanffy Ludwig, a Hungarian scientist, first introduced systems theory in 1928. (Kast & Rosenzweig, 1972; Scott, 1981; Olum, 2004). Dunlop advanced the systems theory later, in 1958. The core of systems theory is that all the components of an organization are interconnected, and that changing one variable may influence many others, or that if one sub-system fails, the entire system is jeopardized.

Organizations are considered as open systems that are constantly interacting with their surroundings (Agarwal, Grace, & O'Regan, 2013). External or environmental influences such as the market or the organization's clients are likewise highly valued in systems theory. In other words, management, customers, labor, and the government all share a same ideology that defines their roles in the relationship and keeps the system stable (Filatotchev, Ireland, & Stahl, 2021).

Despite its popularity and applicability in producing a world view and manner of explanation, systems theory has fundamental limits. According to Fajana (2000), using system theory successfully in a large organization is tough. Because everyone is on one small team, it may be simple to use systems theory and obtain a systems overview of the problem for a small start-up. Things get increasingly more complicated as the organization expands, making it difficult to utilize systems theory to obtain a comprehensive system picture. Departments, divisions, and initiatives make it difficult to obtain all of the information (Duarte Ortigueira, & Tenreiro Machado, 2019; Jayeoba, Ayantunji & Sholesi, 2013; Ogunbameru, 2004). Another issue is that systems thinking is not a strong tool for dealing with crises or when a corporation is in emergency mode (Margherita & Heikkila, 2021).

Supporting the system theory, (Ruben, 2018) stated that the notion of the organization as a system connected to a broader system emphasizes the necessity of feedback. Organizations rely on the environment not just for inputs, but also for output acceptability. As a result, they must devise methods for adapting to environmental demands. According to Pesurnay (2018), systems theory consists of three agents: management organizations, employees, formal/informal organizational structures, and government agencies. Dunlop (1958) also said that departments within an organization cannot function autonomously or independently. Instead, they are moulded, at least in part, by their commercial, technological, and political environments. As a result, the Systems theory was judged appropriate for investigating the moderating effect of customer trust on the interaction between strategic innovation and business outcomes of selected online retail stores in Lagos State, Nigeria.

3.0 Methodology

Survey research design was adopted. The population was 325 management and technical staff of six selected online retail stores in Lagos State, Nigeria. Total remuneration method was adopted and a sample size of 298 was found usable. A multistage sampling technique was adopted. A structured and validated questionnaire was adopted for data collection. Cronbach’s alpha reliability coefficients for the constructs ranged from 0.662 to 0.922. The response rate was 91.6%. Data were analysed using descriptive and inferential (multiple and hierarchical regression) statistics. The hypothesis were tested using multiple regression approaches. The principal factors investigated were measured on a six-point scale with anchors ranging from Very High (VH) to Very Low (VL), for the independent variables and dependent variable respectively. Multiple regression equation developed along the dependent and independent variables. Thus, the models can be represented as follows:

Functional Model

In this study, there are three constructs; dependent, independent and moderating variables. The independent variable is strategic thinking measured by sub-variables of human capital, process innovation, organisational culture and technological resources, the dependent variable business outcomes is measured as a whole, while the moderating variable is customer trust.

The model for the variables is denoted in the equations below:

Y = f (XZ)

Y = Dependent Variable (Firm Competitiveness)

X = Independent Variable (Strategic Thinking)

Z = Moderating Variable (customer trust)

Where:

$X = (x_1, x_2, x_3, x_4)$

x_1 = Human Capital

x_2 = Process Innovation

x_3 = Organisational Culture

x_4 = Technological Resources

Hypothesis One

$Y = f(Xz_1)$

$BO= \beta 0 + \beta_1 SIi+ \beta CT_1 + \beta izX*CT + ei$ ……………………… Regression equation 1

Where:

βo = is the intercept

$\beta_1 - \beta_2$= are the Beta coefficients

e_i = error term

4.0 Data Analysis, Results and Discussion

The researcher administered 325 copies of questionnaire to management employees (manager and technical staff) of the selected online retail stores in Lagos State, Nigeria out of which 298 were returned dully filled translating to a response rate of 91.69%. The remaining 27 copies of the questionnaire did not meet the criterion for data analysis due to incomplete and mixed responses and accounted for just 8.31% response. Babbie (2010) considers a response of rate of 50% to be adequate for analysis and reporting, whereas 60% is considered good and 70% and above is deemed good. For this study, a response rate of 91.69% was considered good, hence the researcher proceeded for data analysis.

Restatement of Research Objective, Research Question and Research Hypothesis One

Objective One: Examined the moderating effect of customer trust on the interaction between strategic innovation and business outcomes of selected Online Retail Stores in Lagos State, Nigeria.

Research Question One: Does customer trust moderate the effect of strategic innovation on business outcomes of selected Online Retail Stores in Lagos State, Nigeria?

Ho_1: Customer trust does not moderate the effect of strategic innovation on business outcomes of selected Online Retail Stores in Lagos State, Nigeria.

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Hypothesis one was tested using the hierarchical regression method proposed by Baron and Kenny (1986) which involved testing the main effects of the independent variable (strategic innovation) and moderator variable (customer trust) on the dependent variable (business outcomes) and the interaction between strategic innovation and the customer trust.

Table 1: Model Summary for Moderated Effect of Customer Trust on Business Outcomes

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.971[a]	.942	.942	7.80166	.942	4148.379	1	254	.000
2	.975[b]	.950	.950	7.27992	.008	38.712	1	253	.000
3	.976[c]	.953	.953	7.04457	.003	18.187	1	252	.000
a. Predictors: (Constant), Strategic Innovation									
b. Predictors: (Constant), Strategic Innovation, Customer Trust									
c. Predictors: (Constant), Strategic Innovation, Customer Trust, Strategic Innovation * Customer Trust									

Source: Researcher's Field Survey, 2022

Table 1 reports regression results which determined how customer trust moderate the effect of strategic innovation on business outcomes of the selected Online Retail Stores in Lagos State, Nigeria. The results on Table 1a revealed that R^2 for model between strategic innovation and business outcomes of the selected Online Retail Stores in Lagos State, Nigeria was 0.942, with introduction of the moderator (customer trust) R^2 improved to 0.950 which further increased to 0.953 with the introduction of the interaction variable (Strategic Innovation*Customer Trust). The results under change statistics reveal that the R^2 change increased by 0.3% from .950 to .953 (R^2 change=.003) when the interaction variable (strategic innovation* customer trust) was added into the model. The change was statistically significant at $p<0.05$ (p-value=.000). The finding confirm that customer trust enhanced the effect of strategic innovation on business outcomes of selected Online Retail Stores in Lagos State, Nigeria.

Table 2: ANOVA Summary for Moderated Effect of Customer Trust on Business Outcomes

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	252494.573	1	252494.573	4148.379	.000[b]
	Residual	15459.923	254	60.866		
	Total	267954.496	255			
2	Regression	254546.182	2	127273.091	2401.502	.000[c]
	Residual	13408.314	253	52.997		
	Total	267954.496	255			
3	Regression	255448.750	3	85149.583	1715.827	.000[d]
	Residual	12505.746	252	49.626		
	Total	267954.496	255			
a. Dependent Variable: Business Outcomes						
b. Predictors: (Constant), Strategic Innovation						

c. Predictors: (Constant), Strategic Innovation, Customer Trust
d. Predictors: (Constant), Strategic Innovation, Customer Trust, Strategic Innovation * Customer Trust

Source: Researcher's Field Survey, 2022

According to the results on Table 2, the model between strategic innovation and business outcomes of selected Online Retail Stores had F=4148.379, p=0.000<0.05. Model II linking strategic innovation (x_1), customer trust (z_1) and business outcomes of selected Online Retail Stores had F=2401.502, p=0.000<0.05 and finally the Model III linking strategic innovation (W_i), customer trust (z_2), interaction variable (x_i*z_1) and business outcomes of selected Online Retail Stores revealed F-statistics =1715.827, p=0.000<0.05. This implied that the model had good fitness for all the three models. The finding further implied that strategic innovation (x_i), customer trust (z_1), and interaction variable (xi*z_1) significantly predicted the business outcomes of selected Online Retail Stores. Table 3 presents the regression coefficients for the moderating effect of customer trust.

Table 3: Beta Coefficient for Moderated Effect of Customer Trust on Business Outcomes

Coefficients						
Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	11.425	2.217		5.152	.000
	Strategic Innovation	1.065	.017	.971	64.408	.000
2	(Constant)	11.085	2.070		5.355	.000
	Strategic Innovation	.893	.032	.814	28.267	.000
	Customer Trust	.890	.143	.179	6.222	.000
3	(Constant)	-18.373	7.192		-2.555	.011
	Strategic Innovation	1.138	.065	1.038	17.492	.000
	Customer Trust	2.349	.369	.473	6.366	.000
	Strategic Innovation * Customer Trust	-.011	.003	-.504	-4.265	.000
a. Dependent Variable: Business Outcomes						

Source: Researcher's Field Survey, 2022

According to Table 1c, the coefficient of strategic innovation in model I was 0.971, p=0.000, model II was 0.814, p=0.000, and model III was 1.038, p=0.000 which were significant at 0.05 significance level. Customer trust was also significant in both model II and model III with β=0.179, p=0.000 and β=0.473, p=0.001 respectively. The findings implied that in addition to being a moderating variable, customer trust can also be a predictor variable for business outcomes of selected Online Retail Stores.

The findings also revealed that the interaction variable x_i*z_1 had a coefficient of -0.504, p= 0.000 <0.05, implying that customer trust significantly moderated the effect of strategic innovation on business outcomes of selected Online Retail Stores. Also, the finding suggest that customer trust negatively moderate the effect strategic innovation on business outcomes of selected Online Retail Stores relationship as the direction of the relationship is negative indicating a complete moderating effect. From the results, the multiple regression equation used to estimate the moderating effect of customer trust on strategic innovation and business outcomes relationship is stated as follows:

$Y = -18.373 + 1.038X_i + 0.473z_1 – 0.504X_i*z_1$ ……..……………………………. Eq. (i)

Where:

Y = Business Outcomes

$X1_1$ = Strategic Innovation

z_1 = Customer Trust

$X1*z_1$ = Interaction variable

The regression equation shows that taking all factors into account constant at zero, business outcomes of selected online retail stores would be -18.373 which is negative. The results further shows that a unit increase in Strategic innovation led to a 1.038 unit increase in business outcomes of selected Online Retail Stores, a unit increase in Customer trust led to a 0.473 unit increase of in business outcomes of selected Online Retail Stores, but a unit increase in interaction variable results into 0.504 decrease in business outcomes of selected Online Retail Stores. The regression results revealed that customer trust had a negative moderating effect on relationship between strategic innovation and business outcomes of selected Online Retail Stores in Lagos State, Nigeria. The effect is statistically significant at 5% significance level. The negative significant effect of customer trust could be due to online retail stores weaknesses in engaging in products and promotions that encourages customers' trust. Based on this finding, the null hypothesis one ($H_0$1) which states that customer trust does not moderate the effect of strategic innovation on business outcomes of selected Online Retail Stores in Lagos State, Nigeria was rejected.

4.1 Discussion of Findings

The test of hypothesis one on the hierarchical multiple regression results for strategic innovation dimensions components on business outcomes of selected Online Retail Stores in Lagos State, Nigeria moderated by customer trust, revealed that the effect of strategic innovation dimensions components on business outcomes was significantly moderated by customer trust. This finding provides implications conceptually, empirically and theoretically. From a conceptual angle, the definitions and clarifications of the concepts of the study provides good conceptual outlook on the study. Conceptually, customer trust is the attachment a customer has with the company which translates to loyalty (Calder, Malthouse, & Maslowska, 2016). Basically, customer trust plays an important role at e-business because at e-market privacy and security are key elements to develop trust (Dawes, Meyer-Waarden, & Driesener, 2015).

Empirically, the findings from this study is in agreement with Adedeji (2019) affirmed that customer trust significantly moderates the relationship between strategic innovation and firm performance. Mpinganjira (2020) found that customer trust is influenced strategic innovation and organisational performance Iglesias, Markovic, Bagherzadeh, and Jit Singh (2018) also discovered that customer trust significantly moderates the relationship between strategic innovation and firm outcome. Aristyanto, Hasan, and Nanda (2019) showed that trust has a significant effect on firm innovativeness and as business outcome. Cho, Choi, Shin, Yu, Kim and Kim (2015) found in their study that t customer trust significantly moderates the relationship between strategic innovation and firm performance. In addition, customer trust has a significant positive effect on customer satisfaction and customer loyalty.

Theoretically, this research finding aligned with systems theory in that it supports the variables of strategic innovation (human capital, process innovation, organisational culture and technological resources), business outcomes and customer trust. The systems theory gave great significance to external forces such as the market or the organisation's customers. In other words, management, customers, labor, and the government possess a shared ideology that defines their roles within the relationship and provides stability to the system (Filatotchev, Ireland, & Stahl, 2021). The systems theory, also focus on formal and informal rules and regulations, which cover everything from strategic thinking, planning, people, innovation, performance, and a myriad of other details of organisational activities that are interdependent. Considering the support of the game theory to the effect of strategic innovation dimensions on business outcomes moderated by customer trust, this study therefore rejected the null hypothesis one (H_{01}) that customer trust does not moderate the effect of strategic innovation on business outcomes of selected Online Retail Stores in Lagos State, Nigeria.

5.0 Conclusion and Recommendations

The study focused on the effect the moderating effect of customer trust on the interaction between strategic innovation and business outcomes. The study further, revealed that the effect of strategic innovation dimensions components on business outcomes was significantly moderated by customer trust. Theoretically, the outcome of this study is in line with the systems theory which is the baseline theories for this study. The systems theory was adopted to guide this study variables because its perspectives are tied to the focus of the study and the variables that were investigated. Though the findings of this study indicate that strategic innovation and business outcomes are moderated by customer trust, there are still some associated limitations. The study recommends that management of Jumia Nig, Konga Nig, Jiji Nig, Printivo, Ajebomarket Nig and VConnect Nig, should emphasize and sustain customer trust as much as possible which would lead to ultimate attraction and retaining of more customers as customers would rather stick to a brand they can trust. Future study should be carry out using other online retail stores not among the top six studied herein. This can also be used as a case for other sectors of the economy like banks, manufacturing, telecommunication or even the educational sector. The study used customer trust as a moderator of strategic innovation and business outcomes. Future research may consider using other construct like customer loyalty.

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