

REVIEWER'S REPORT

Manuscript No.:IJAR-54150

Title: Strategic Resonance: Harnessing Organizational Climate as the Next Frontier of Competitive Advantage

Recommendation:

Accept as it is

Accept after minor revision **YES**

Accept after major revision

Do not accept (*Reasons below*).....

Rating	Excel.	Good	Fair	Poor
Originality	YES			
Techn. Quality		YES		
Clarity		YES		
Significance		YES		

Reviewer Name: Dr. Himanshu Gaur

Date:02/09/2025

Detailed Reviewer's Report

The paper “*Strategic Resonance: Harnessing Organizational Climate as the Next Frontier of Competitive Advantage*” presents a strong argument that traditional strategy often fails, not because of poor design, but due to a lack of alignment between organizational climate and strategic intent. The author introduces the concept of **Strategic Resonance**, defined as the dynamic alignment between organizational climate, leadership behaviours, and strategy, which amplifies execution and creates sustainable competitive advantage. Unlike organizational culture, which is deep and value-based, climate reflects employees’ day-to-day perceptions of fairness, trust, recognition, and purpose. The paper proposes that organizations can leverage climate as a tangible lever to make strategies “breathe” through everyday practices.

A conceptual framework is developed, drawing on established scholarship (Schneider et al., 2013; Morgan et al., 2016; Acosta-Prado et al., 2020; Mehmood et al., 2024), which links climate to adaptability, innovation ambidexterity, and absorptive capacity. Building on this, the paper introduces a **five-phase methodology**: (1) diagnosing organizational climate through surveys and observations, (2) designing interventions that align climate levers with strategic goals, (3) activating resonance through leadership signals and daily practices, (4) measuring resonance continuously with both qualitative and quantitative indicators, and (5) adjusting dynamically to sustain alignment over time. Practical applications are demonstrated through illustrative cases: a healthcare system that improved retention, satisfaction, and error rates, and a technology firm that accelerated innovation and revenue growth.

The paper also provides **critical discussion**, acknowledging risks such as symbolic initiatives without structural reinforcement, measurement challenges, leadership blind spots, resistance to cultural change, and sector-specific barriers. Importantly, it contrasts Strategic Resonance with traditional frameworks like Porter’s Competitive Forces, Dynamic Capabilities, Agile/OKRs, and the Balanced Scorecard, arguing that those models neglect the human and emotional climate that underpins successful execution. The contribution lies in reframing organizational climate as a **strategic asset rather than a soft factor**, supported by KPIs (e.g., engagement, alignment, innovation output, retention) and an executive checklist

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for leaders. The conclusion envisions strategy not as a static plan but as a **living, felt experience**, embedded in everyday organizational life.