

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.....

Accept after major revision

Do not accept (*Reasons below*)

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

Reviewer Name: Dr. Supri Yanto .

Date: October 2, 2025

(Introduction):

The research gap identified was the lack of dynamic integration between organisational climate and strategy formulation. The research objectives and questions were formulated appropriately, namely to introduce the concept of Strategic Resonance and present a model of its relationship.

(Methods):

As this is a conceptual article, no quantitative or qualitative research methods were applied. The 'method' used was the development of theoretical logic and literature synthesis. In this case, the logical flow presented is generally appropriate. However, the section explaining how the propositions were developed needs to be more transparent. Suggestion: Add a small sub-section explaining the systematic process of literature review conducted to identify the relationships between variables.

(Results):

There is no 'results' section in the empirical sense. Instead, the article presents a series of propositions. These propositions are presented logically, flowing from antecedents (leadership, HR systems) to organisational climate, then to Strategic Resonance, and finally to performance outcomes. All the propositions promised in the introduction have been presented.

(Discussion):

Lack of discussion regarding the limitations of the article. This article needs to explicitly acknowledge its limitations as an untested conceptual work and the need for empirical validation in the future.

(Conclusion):

This suggestion could be enriched by adding mixed-methods research as a potential approach.

Detailed Reviewer's Report