

Impact of Incentive Strength on Enhancing the Shift Toward the Growth Zone: A Case Study of GNL Sonatrach Skikda – Algeria

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ABSTRACT:

This research aims to explore the extent to which incentives influence employees' proclivity to transition from a comfort zone to a growth zone at GNL Sonatrach Skikda. Employing a descriptive-analytical methodology complemented by a case study approach, the analysis incorporated responses from thirty-six (36) questionnaires.

Results demonstrated a robust application of both tangible and intangible incentives, a pronounced shift towards the growth zone, and a notable positive correlation between the magnitude of incentives and the facilitation of this transition. The study revealed no substantial differences in perceptions regarding the impact of incentive intensity on this transition among different demographic groups.

Keywords: Incentives, Positive Orientation, Growth Zone, Comfort Zone, GNL Sonatrach.

I-Introduction:

Organizations are increasingly recognizing the pivotal role of human resources as the bedrock of creativity and innovation, essential for enhancing performance and securing long-term sustainability and competitiveness in a dynamic and intricate landscape. Human resources, characterized by their propensity for challenge and risk-taking, are among the most complex elements within this milieu.

From this vantage point, prioritizing human resource development is imperative for organizations intent on catalyzing change. Maintaining static performance levels often confines individuals to a "comfort zone", a realm where tasks are executed with proficiency and assurance, yet devoid of substantial challenges or pressures. This zone frequently results in a traditionalist outlook, where there is little impetus for seeking change or advancement. To counter this inertia, organizations must leverage external motivators, specifically "incentives."

Incentives serve as a crucial mechanism to motivate individuals to execute their responsibilities while inspiring continued performance with vigor and efficacy. The value of incentives lies in their capacity to cultivate a work environment that promotes continual learning, skill advancement, and knowledge acquisition.

These factors collectively propel individuals from the comfort zone to the "growth zone." Thus, incentives are fundamental in enhancing positive engagement with new challenges, encouraging risk-taking, amplifying efforts, and cultivating enthusiasm and perseverance. This, in turn, empowers individuals to transcend the comfort zone and navigate various challenges, aligning their personal aspirations with organizational objectives.

In essence, the primary aim of this study is to investigate the influence of incentive intensity on augmenting the positive orientation of individuals to migrate from the comfort zone towards the growth zone.

To address the objectives of this study, the following research questions were formulated:

- Is there a statistically significant effect of the strength of incentives on enhancing the positive orientation of employees to transition from the comfort zone to the growth zone at GNL Sonatrach Skikda?
- Are there significant differences in the perspectives of the study sample regarding the strength of incentives and their role in enhancing the positive orientation towards leaving the comfort zone for the growth zone at GNL Sonatrach Skikda, which can be attributed to demographic variables?

Hypotheses:

Based on the outlined research questions, the following hypotheses were formulated:

- **Hypothesis One:** There is no statistically significant effect, at the 0.05 level of significance, of incentives on enhancing the positive orientation of employees to move from the comfort zone to the growth zone at GNL Sonatrach Skikda.
- **Hypothesis Two:** There are no significant differences in the perspectives of the study sample regarding the effect of incentives on enhancing the positive orientation towards transitioning from the comfort zone to the growth zone at GNL Sonatrach Skikda, attributable to demographic variables.

Study Objectives:

The core objective of this research is to examine the effect of incentives on fostering a positive orientation among employees, encouraging them to transition from the comfort zone to the growth zone. Focusing on a specific institution as a model representative of Algerian economic organizations, the study also seeks to:

- Develop a comprehensive theoretical framework surrounding incentives, comfort zones, and growth zones, elucidating through this framework how incentives play a role in motivating individuals to leave the comfort zone and enter the growth zone.
- Investigate the extent to which incentives influence employees' positive orientation toward transitioning from the comfort zone to the growth zone within the organization under study.
- Propose a set of recommendations to strengthen the role of incentives in encouraging individual employees, fostering their orientation towards learning, and subsequently ensuring a successful transition to the growth zone, thereby contributing to enhanced institutional performance.

Methodology:

In addressing the theoretical dimension of this study and analyzing the research question, the descriptive-analytical approach was adopted. This approach enabled a detailed description and diagnosis of the phenomenon under investigation, facilitated by an extensive review of relevant literature. The review encompassed a broad range of sources including books, scientific journals, and both Arab and international references, all of which dealt with the study's core variables.

For the practical component, a questionnaire served as the primary data collection instrument, distributed among employees. This tool was designed to connect the study variables and provide data that, once analyzed and interpreted, would lead to practical recommendations.

II-Theoretical Framework:

Individuals require motivation throughout their personal, scientific, and professional endeavors to achieve their objectives and enhance their performance levels, which, in turn, contributes significantly to increased productivity at work. Incentives stand as pivotal elements that bolster individuals' capabilities to work with efficiency and perseverance.

The National Productivity Council delineates an incentive as a mechanism designed to stimulate human effort, aiming to spur employees to exert their utmost efforts¹. This mechanism encompasses a series of external measures intended to influence the motivations and behaviors of individuals, groups, or institutions.²

The primary goal is to encourage them to execute their assigned tasks to the best of their abilities or to reward them for completing tasks and participating in activities that foster a desire to enhance performance and boost productivity, thereby fulfilling both personal aspirations and institutional goals.

These incentives manifest in various forms, encompassing individual, collective, and organizational incentives, which can be either material or moral. They are awarded to individuals for accomplishing their tasks, for innovating new ideas, or to deter unethical or unprofessional practices.

From this analysis, it becomes clear that incentives are a collection of external variables utilized as compensation paid to an individual in return for their exceptional performance. This compensation aims to ignite their motivations and foster positive behaviors, encouraging them to excel and elevate their performance efficiency.

Among the most salient types of incentives, as categorized by the National Productivity Council, are financial and moral incentives. The former category includes payments or cash transfers, which may be direct, such as salaries, insurance, and bonuses, or indirect, such as provisions for food and housing.

¹ Olayinka C. Oloke, Abiodun S. Oni-Daniel, Daniel O. Babalola, Raphael A. Ojelabi, "Incentive Package, Employee's Productivity and Performance of Real Estate Firms in Nigeria," *European Scientific Journal*, April 2017 Edition, Vol.13, No.11, p. 248.

² Bureau for Development Policy, "Systems: Incentives, Motivation, and Development Performance," Conference Paper, United Nations Development Programme, November 06, 2006, p. 5.

Moral incentives, on the other hand, may include tangible rewards like gifts and certificates of appreciation, or intangible rewards such as flexibility and autonomy at work, acknowledgment of effort, promotions, and more. The influence of these incentives on individual performance is varied; while some individuals may prefer financial incentives, others may favor moral incentives.³ However, most studies corroborate that financial incentives exert a significant impact on individual performance.

Moreover, individual performance can be influenced by a myriad of internal and external professional and psychological factors, including the work environment, surrounding conditions, and the individual's psychological state. Among these, the concept of the 'comfort zone' is particularly noteworthy.

The term "comfort zone" was first introduced by Judith Bardwick in her seminal research, "Danger in the Comfort Zone," published in 1991⁴. This concept refers to a behavioral or psychological state in which an individual operates within a realm free from anxiety, employing a limited set of behaviors to maintain a steady level of performance.⁵ Thus, in this state, the individual functions in an environment characterized by comfort and safety, devoid of confrontations or high-risk challenges.

From this analysis, we ascertain that the comfort zone represents a state in which individuals operate in consonance with their colleagues within an environment or scenario marked by psychological stability, devoid of stress. This environment enables them to perform their tasks efficiently and consistently, removed from the pressures that might otherwise engender stress and jeopardize their job security.

Residing perpetually within the comfort zone fosters a sense of security but simultaneously distances individuals from situations and pressures that might prompt feelings of insecurity or threaten their job stability. If individuals persist in this zone, they may become resistant to change, challenges, and the pursuit of innovation, which are critical for personal and professional advancement.

To achieve such development, it is imperative for individuals to venture out of their comfort zone. This step is essential for growth and for the accomplishment of both personal objectives and those aligned with organizational goals. The question then arises: Can organizations effectively encourage individuals to challenge their boundaries and extend beyond the comfort zone into the area of growth by strategically leveraging incentives?

Transitioning away from the comfort zone, to which individuals may have become deeply accustomed, requires a multitude of factors that catalyze movement toward growth, personal and professional development, and an enhanced quality of life. These factors, in turn, contribute to the betterment of their performance and that of the organization collectively. Among these pivotal factors are the incentives provided by the organization in recognition of the individuals' performance of assigned tasks.

Indeed, incentives play a crucial role in motivating individuals and spurring them to enhance and develop their performance⁶. They instill in individuals a desire for change and foster the development of their skills while encouraging the acquisition of new competencies in pursuit of self-realization and exploration.

Moreover, motivation is indispensable for fostering innovation and generating new outputs. It underpins employees' willingness to take risks and devise novel ideas that not only enhance their own motivation but also promote the development of their creative capabilities.⁷ Therefore, institutions must prioritize the motivation process to cultivate quality ideas and to employ it as a tool for nudging employees out of their comfort zones, utilizing both financial and moral incentives.

³ Bureau for Development Policy, *Ibid*, p. 7.

⁴ Alasdair White, *From Comfort Zone to Performance Management*, White and Maclean Publishing, 2009, Belgium, p. 2.

⁵ Alasdair White, *Ibid*, p. 2.

⁶ Rajesh N. Pahurkar, *The Comprehensive Approach for Creativity and Innovation Enhancement and Sustainability in Social Enterprises* (edited by Rita Lamatto, Organizational Behavior and Business Ethics), The English Press, New York, United States of America, 2017, p. 31.

⁷ Pratibha Verma, Bindu Singh, M.K. Rao, "Developing Innovation Capability: The Role of Organizational Learning Culture and Task Motivation," *Global Journal of Finance and Management*, Vol. 06, No. 06, 2014, p. 578.

To successfully exit the comfort zone, individuals must traverse a sequence of stages to reach what is known as the growth zone. This progression is elegantly illustrated by Tom Senninger in a diagram that categorizes the journey into four distinct zones:⁸

- **Comfort Zone:** Here, employees find themselves in a state of comfort, safety, and control. They possess clear understanding of their responsibilities and the methods to complete tasks effectively, shielded from risks and anxiety. This safety motivates them to maintain their current state. However, certain incentives, such as limited rewards, can propel individuals to venture beyond this zone.
- **Fear Zone:** As employees step out of their comfort zone, they encounter a heightened level of fear and discomfort due to exposure to new and unfamiliar challenges. This transition stirs anxiety about adapting and taking risks by employing new methods in task execution. This stage can either lead to failure, which serves as a learning opportunity, or it can empower them to overcome these challenges and view them as avenues for growth and learning.
- **Learning Zone:** In this zone, employees embrace challenges, which fosters a drive towards learning and taking responsibility. This involves developing existing skills and acquiring new ones that enable them to navigate various challenges and adapt without fear of risks. Embracing trial and error and learning from failures pave the way for achieving the greatest possible success. Being in this zone fulfills personal needs and enhances job satisfaction.⁹
- **Growth Zone:** This zone marks the culmination of overcoming fear and anxiety. Employees who reach this stage have gained substantial knowledge and skills and are committed to continuous development to achieve both personal goals and organizational objectives. This zone represents the ideal state for a successful and distinguished employee.

From this delineation, it is clear that the comfort zone can be a pivotal initial step towards significant growth and learning if organizations adopt the right strategies to encourage employees towards personal and professional development. Among these strategies is a robust focus on the motivational system, leveraging both material and moral incentives to serve as a catalyst for moving from the comfort zone to the growth zone.

III-Practical Framework:

Study Population and Sample:

The study's population comprises all employees at GNL Sonatrach Skikda, amounting to 136 workers. The study sample consisted of 37 workers, all of whom were deemed suitable for the study.

Data Collection Tools:

The primary tool utilized for gathering primary data was a questionnaire. This instrument was specifically designed to assess the impact of the independent variable (incentives) through 10 items on the dependent variable (growth zone), which encompasses 8 items, utilizing a five-point Likert scale.

Validity and Reliability of the Questionnaire:

To assess the questionnaire's reliability for hypothesis testing and to verify the credibility of the results, Cronbach's alpha coefficient was employed. The reliability coefficients were impressively high, with the first axis at 0.916 and the second axis at 0.897. The overall reliability coefficient reached 0.941, demonstrating a high degree of stability and affirming the questionnaire's excellence and suitability for field application.

Test for Normal Distribution:

The Z-value for the entire dataset was calculated at 0.206 with a significance level of 0.001. According to the Kolmogorov-Smirnov test, this suggests that the collected statistical data do not conform to a normal distribution. Consequently, non-parametric tests are employed in the analysis.

III-2 Data Analysis and Hypothesis Testing:

Characteristics of the Study Sample:

The demographic analysis revealed a slight gender disparity in response rates, with females constituting 16.6% more responses than males. The predominant age group within the sample was "30 years to under 45 years," accounting for 58.3%, followed by the "under 30 years" group at 30.6%, and the "45 years and over" group.

⁸ Palena Neale, "From Comfort Zone to Growth," January 12, 2023, <https://unabridgedleadership.com/from-comfort-zone-to-growth/>.

⁹ Jeroen Robbe, "Leaderful Organizing Tool: Comfort, Learning and Panic Zones," Leaderful Organizing, 2023, <https://commonslibrary.org/comfort-learning-panic-zones/>.

Notably, a significant 88.9% of the sample members possess university degrees, with 5.6% holding Ph.D. degrees. Furthermore, a substantial 88.9% of respondents have over five years of experience, including 2% with more than 15 years of experience. This extensive experience is beneficial for the institution and lends additional credibility to the study's findings.

Analysis of Questionnaire Items Results:

To delve into the study sample's opinions on the questionnaire items pertaining to the first and second axes, statistical techniques such as mean, standard deviation, and one-sample T-test were utilized. The results are encapsulated in the following table:

Table 01: Analysis of the Study Sample's Opinions on Study Variables

Study Variables	Mean	Standard Deviation	T-value	Significance Level
X	4.06	0.628	10.123	0.000
X ₁	4.15	0.618	11.156	0.000
X ₂	3.96	0.693	8.374	0.000
Y	4.22	0.637	11.577	0.000

Source: Prepared by the researchers based on SPSS V20 outputs.

From the results presented above, it is clear that the general sentiment of the study sample is positive towards both the independent variable "strength of incentives" and the dependent variable "enhancement of the transition towards the growth zone." This positivity suggests a robust alignment between incentive strength and the effective transition into higher productivity and development zones within the organizational context.

The mean for the study sample's assessment of the level of application of the independent variable, the strength of "material and moral incentives", at the studied institution was registered at 4.06, with a standard deviation of 0.628, and a T-value of 10.123. This T-value significantly surpasses the critical T-value, with a significance level of 0.000, well below the 0.05 threshold.

This robust statistical outcome indicates that the institution effectively implements a broad range of both material and moral incentives. Specifically, the mean scores for material incentives items varied between 3.94 to 4.52, with a standard deviation ranging from 0.774 to 0.840, suggesting that the motivational policy of the institution is robustly effective.

The sample members uniformly acknowledged the institution's commitment to providing diverse material incentives, particularly those related to rewards and job benefits. These incentives are pivotal in bolstering employee support, enhancing job satisfaction, and fostering a deeper loyalty to the institution.

Moreover, the mean for moral incentives was noted at 4.15, which surpasses that of the material incentives, highlighting the institution's prioritization of moral incentives as crucial in supporting individual development and positively influencing behaviors.

The institution's policies facilitate professional development through training courses that enhance employees' professional skills, professional promotion as a merit for outstanding performance, recognition of efforts, public appreciation, and, lastly, a measured delegation of authority. Due to the public nature of the institution operating under a centralized system, delegation occurs within a limited scope.

The mean for the study sample's assessment of the level of application of the dependent variable, enhancing the growth zone, was positioned within the highest range of the five-point Likert scale, estimated at 4.22, with a standard deviation of 0.637, and a T-value of 11.577. This exceeds the critical T-value at a significance level of 0.000, below the 0.05 threshold.

This finding underscores the employees' commitment to pursuing excellence and effecting qualitative change within the institution. It reflects a collective orientation towards continuous performance improvement, aligning personal goals and aspirations with institutional objectives. Notably, employees exhibit flexibility and teamwork in devising innovative solutions, steering clear of the routine that often pervades public institutions. The youthful demographic of the workforce, coupled with a blend of experience and high educational attainment, further facilitates this dynamic.

Hypothesis Testing:

A. Testing the Main Hypothesis One:

The first hypothesis of the study was rigorously tested: "There is no statistically significant effect at the 0.05 level of significance for incentives on enhancing the positive orientation to move from the comfort zone to the growth zone at GNL Sonatrach Skikda." This hypothesis was analyzed through simple linear regression as outlined below:

Table 02: Simple Linear Regression Analysis

Model	B	A	T	Sig	F	Sig	R	R2
(Constant)	0.737	1.198	2.484	0.018	40.396	0.000	0.737	0.543
X		0.746	0.000	0.000				

Source: Prepared by the researchers based on SPSS V20 outputs

From the regression analysis previously detailed, it was noted that the high correlation coefficient of 0.737 and the determination coefficient valued at 0.543 indicate that 54.3% of the variance in transitioning from the comfort zone to the growth zone is explained by the prevailing incentives at the studied institution.

The F-value of 40.396, with a significance level of 0.000 (less than 0.05), strongly supports the model's significance. This validates the substantial impact of incentives on facilitating growth-oriented changes within the organizational context. Therefore, we reject the null hypothesis, "There is no statistically significant effect at the 0.05 level of significance for incentives on enhancing the positive orientation to move from the comfort zone to the growth zone at GNL Sonatrach Skikda," and accept the alternative hypothesis. The relationship is represented as follows:

$$Y=1.198+ 0.746X$$

B. Analysis of Difference Test Results "Main Hypothesis Two"

B1. Testing Sub-Hypothesis One:

There are no significant differences in the perspectives of the study sample regarding the effect of incentives on enhancing the positive orientation towards transitioning from the comfort zone to the growth zone at GNL Sonatrach Skikda, attributable to demographic variables (Gender). This was analyzed using the Mann-Whitney U test:

Table 03: Mann Whitney (Gender)

Gender	Mean Rank	Mann_Whitney U	Sig
Male	20.55	114.500	0.166
Female	15.63		

Source: Prepared by the researchers based on SPSS V20 outputs

The results from the table indicate that the significance level of 0.166, which exceeds the threshold of 0.05, is not statistically significant. This leads to the acceptance of the null hypothesis that there are no significant differences attributed to gender regarding the impact of incentives on moving employees from the comfort zone to the growth zone. This outcome suggests a uniform perception across genders concerning the role of incentives in organizational dynamics.

B2. Testing Sub-Hypothesis Two:

There are no statistically significant differences in the opinions of the study sample about the impact of incentives on enhancing the positive orientation to move from the comfort zone to the growth zone at GNL Sonatrach Skikda attributed to the demographic variable of age." This was analyzed using the Kruskal-Wallis test:

Table 04: Kruskal-Wallis (Age Groups)

Groups	Mean Rank	Chi-Square	Sig
Under 30 years old	20.00	0.641	0.726
From 30 to under 40 years old	18.36		
From 40 to under 50 years old	15.13		
50 years old and above	-		

Source: Prepared by the researchers based on SPSS V20 outputs

The analysis of the table data shows that the significance level, which exceeds 0.05 (at 0.726), supports the acceptance of the null hypothesis and the rejection of the alternative hypothesis. This outcome indicates that, regardless of age, all sample members share a consensus on the effectiveness of the prevailing incentives to facilitate the transition from the comfort zone to the growth zone across all age categories within the institution.

B3. Testing Sub-Hypothesis Three:

"There are no significant differences due to educational qualification in the opinions of the study sample about the impact of incentives on enhancing the positive orientation to move from the comfort zone to the growth zone at GNL Sonatrach Skikda."

Table 05: Kruskal-Wallis (Educational Qualification)

Groups	Mean Rank	Chi-Square	Sig
High school or less	23.13	3.931	0.269
Bachelor's degree	20.85		
Master's degree	15.12		
Ph.D.	11.25		

Source: Prepared by the researchers based on SPSS V20 outputs

The analysis indicates that the significance level of 0.269 exceeds the 0.05 threshold, leading to the acceptance of the null hypothesis and the rejection of the alternative hypothesis. These results suggest that, irrespective of educational background, all sample members concur that the current incentives are sufficiently potent to motivate employees to transition from the comfort zone to the growth zone, reflecting a universally acknowledged effectiveness of the incentive mechanisms employed by the institution.

B4. Testing Sub-Hypothesis Four:

"There are no significant differences due to professional experience in the opinions of the study sample about the impact of incentives on enhancing the positive orientation to move from the comfort zone to the growth zone at GNL Sonatrach Skikda."

Table 06: Kruskal-Wallis (Professional Experience)

Groups	Mean Rank	Chi-Square	Sig
Under 5 years	17.88	2.197	0.532
From 5 to under 10 years	20.41		
From 10 to under 15 years	14.78		
15 years and above	12.50		

Source: Prepared by the researchers based on SPSS V20 outputs

The data analysis shows that the significance level of 0.532 also exceeds 0.05, leading to the acceptance of the null hypothesis and the rejection of the alternative hypothesis. This outcome implies that employees, regardless of their professional experience, perceive the incentives as equally effective, suggesting a level of professional maturity across the workforce that uniformly responds to the implemented incentive strategies.

IV. Interpretation of Results:

The subsequent discussion will delve into analyzing the field study results concerning the potency of incentive mechanisms in enhancing the transition towards the growth zone. This discussion will explore the factors contributing to these findings:

IV-1. Results Regarding the Reality of Incentive Strength:

The study uncovered a robust application of both material and moral incentives, attributable to the institution's focus on bolstering individual motives and morale. This concerted effort aims at propelling employees towards enhancing their performance and adapting to rapid technological and environmental shifts through several strategic measures:

- The institution has implemented policies to augment material incentives, particularly those associated with rewards and job benefits. These include comprehensive health insurance and travel-related discounts and offers, alongside a strong emphasis on the importance of competitive salaries.
- Emphasis has been placed on fostering a supportive environment through extensive training programs and mutual learning opportunities. This approach ensures continual self-development for all employees across various levels. The institution has adopted an efficient incentive system designed to build trust and cooperation between staff and officials. This system includes mechanisms for authority delegation and promotions based on performance, creating a framework that supports both personal and professional growth within the organizational structure.

IV-2-Results Regarding the Reality of Enhancing the Transition Toward the Growth Zone:

The data indicate a very high level of effectiveness from the perspective of the institution's executives, with an average general score of 4.22. This high score reflects the institution's adeptness at supporting and guiding employees from the

comfort zone toward the growth zone. It suggests a successful instillation of values such as cooperation and excellence, coupled with an elevation of employees' aspirations and goals that align closely with the broader objectives of the institution.

IV-3. Results Related to Study Hypotheses:

The study has demonstrated a significant positive correlation (0.737) between the strength of incentives and the enhancement of the transition toward the growth zone. The high correlation confirms that the level of application of both material and moral incentives at the studied institution markedly influences the transition from the comfort zone toward the growth zone.

These findings are consistent with the theoretical underpinnings of the study, which posited that various types of incentives serve as motivational forces that propel employees to break from routine, excel in their tasks, and attain self-realization and clarity in setting practical work objectives.

Furthermore, statistical analysis indicated no significant demographic differences (gender, age, educational level, and professional experience) in the opinions of the study sample regarding the impact of incentive strength on enhancing the transition toward the growth zone at GNL Sonatrach Skikda. This uniformity across diverse personal and job-related variables suggests that participants share a common perception of the positive effects of material and moral incentives in facilitating the move from the "routine-breaking" comfort zone to the growth zone.

V. Conclusions:

The study conclusively shows that both material and moral incentives play a pivotal role in creating a supportive and distinguished work environment that enables individuals to achieve their goals and aspirations. These incentives are instrumental in driving employees toward embracing changes in their performance.

The effectiveness of these incentives is rooted in a combination of physical and moral motivators, including comprehensive training programs, high rewards, and equitable promotions. Such measures encourage employees to move beyond their comfort zones, fostering a dynamic and progressive organizational culture that is conducive to both personal and professional development.

V.1. Research Outcomes:

This study has yielded several key findings regarding the role of incentives in enhancing organizational dynamics:

- The study revealed a positive orientation by the studied institution towards the strength of its material and moral incentives, which contributed to providing an environment conducive to growth and sustainability;
- The results indicated a positive orientation towards enhancing the transition toward the growth zone in the studied institution, shown through the institution's efforts to push employees to overcome the usual and enhance a spirit of targeted and constructive change;
- The results also revealed a statistically significant impact of incentive strength on enhancing the transition toward the growth zone, meaning that the stronger the incentives at the institution, the more they lead to improved transition and moving away from the comfort zone toward the growth zone;
- Analysis of the differences in the impact of incentive strength on enhancing the transition toward the growth zone at the studied institution showed no difference in the opinions of the study sample attributed to demographic variables such as gender, age, educational qualification, and professional experience;

V.2. Research Suggestions:

Based on the outcomes of this applied study, several suggestions can be made to further enhance the efficacy of incentives and promote organizational growth:

- Strengthening the strong points in applying incentives at the institution and ensuring that employees' goals and aspirations align with the institution's goals to maintain its integrity and ensure its prosperity;
- Training employees to think constructively beyond conventional boundaries;
- Attempting to move away from centralized management and giving space for employees to be more creative and distinguished.

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