

## THE BEHAVIOURAL FACTORS OF CO-WORKERS' PERCEPTION: AN EMPIRICAL STUDY OF HOSPITALITY SECTOR

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### Abstract

*The paper aims to determine the factors of sycophantic behaviour of employees that adopted in today's world. It is a descriptive study and organized questionnaire has been used for data collection. Exploratory factor analysis has applied on the data and five factors (exemplification, dependence, ingratiating, manipulation, and self-representation) were extracted from the results. The total variance explained by all the factors 75.040 per cent. The result concludes that sycophantic behaviour is scattering like cancer in the organization that affecting performance of those employees' who well deserve and giving the opportunities to those who do least deserve. The study also suggests that if a person is trustworthy, has sycophantic behaviour, and uses it in the right way, then there is no harm to carry such kind of attitude. Implications and limitations are discussed.*

**Keywords:** Sycophancy behaviour, Hospitality culture, Co-workers Perception.

### Introduction

Hospitality Industry is a key economic sector in India for decades. It generates tremendous employment opportunities and contributes as a biggest resource in foreign exchange for India (Sharma & Kalotra, 2016). Indian tourism and hospitality sector played an important role in the materialized growth of Indian service sector. According to the Indian Brand Equity Foundation (IBEF), in December 2016, Indian tourism and hospitality industry emerged together and become the key driver of the growth of the economy among the service industry in India. The significant potential of tourism in India is because of its rich cultural, historical heritage, terrains and many natural parks across the country. Hotels in India, shows the great variety such as business, suites, resorts, airports, extended stay, apartment, timeshare, casino, convention centers, and conference centers, etc. It is categorized on the basis of size, level of

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service, location, ownership, length of stay, and on the basis of clientele (<http://travelsdocbox.com/Hotels/66485517-Chapter-iv-crm-and-star-hotels-in-karnataka.html>). Below are the descriptions:-

### **Hotels on the Basis of Size**

There are six types of hotels on the basis of size. Size refers to the number of rooms.

**Small - hotel:** Small hotels are those which have 25 or less rooms.

**Average - hotel:** Average hotels are those which have 26 to 99 rooms.

**Above average - hotel:** Above average hotels are those hotels which should have 100 to 299 rooms.

**Large - hotel:** Large hotels are those which have more than 300 rooms.

**Mega - hotel:** Mega hotels are those which have more than 1000 rooms.

**Chain - hotel:** A group of hotels that has hotels in many numbers of different locations in India and also in international venues.

### **Hotels on the Basis of level of Services:**

Level of services includes star system which is given by the committee called “Hotels and Restaurants Approval and Classification Committee (HRACC)”.

**One-star hotel:** These are small hotels specially built for families. Services provided by these hotels are very limited as compared to other star hotels. The basic services provided by the owner are on an informal basis. There is less variety of meals. All other facilities like bedrooms, shower rooms, maintenance, cleanliness and comfort provided are of average standard (<http://tourism.gov.in/hotels-restaurants>).

**Two-star hotel:** These are medium size hotels along with more facilities than one star hotel. Two star hotels can be family basis and also, business hotel with comfortable, well equipped, and accommodation. The workings of these hotels are in a more professional way as compared to one star hotel (<http://tourism.gov.in/hotels-restaurants>).

**Three-star hotel:** The size of these hotels is bigger than lower star hotels and smaller than upper star hotels. They provide greater quality of services and facilities to their guests. All other facilities like bedrooms, shower rooms, maintenance, cleanliness, and comfort are provided with good standard along with high comfort (<http://tourism.gov.in/hotels-restaurants>).

**Four-star hotel:** Degree of luxury is very vast as compared to other lower star hotels. Size of rooms and bathrooms have more space than a lower star hotels and less than upper star hotels.

**Five-star hotel:** Degree of luxury of these hotels is far better than a lower star hotel. It

matches their standards with best international standards. High level of technical skill, professionalism, knowledgeable, and helpful staff members are present in the five star hotels.

### **On the Basis of location**

Hotels which are situated at different locations and categorized according to the places belong to this category such as:

**Commercial hotel:** A commercial hotel is also known as suburban hotels or city center hotels. Commercial hotel is situated either in the heart of the city or in a busy commercial area. This type of hotel is mostly comprised of one or two blocks of the building. Only few of them provide garden or landscape facility.

**Airport hotel:** Hotels that are near to the airport premises. These hotels provide temporary food and accommodation for layover passengers, crew members, and visitors who are travelling to their destinations. All airport hotels are called transit hotels, but all transit hotels are not airport hotels.

**Motels:** These hotels are located on highways or in the main cities along with the parking and gas station facilities. It provides breakfast package with room facility and not have more than two storeys.

**Resort hotel:** A resort is either independent individual bungalows or small blocks of houses which are for relaxation and comfort. The resort is centered in the specific geographic areas like hill stations where people go for relaxation and enjoy their holidays like foot hill, mountainous area, beaches, etc.

**Rotels:** A rotel is a hotel on wheels. It is also known as motel on wheels (<http://tourism.gov.in/hotels-restaurants>). Such as “Deccan Odyssey” trains which provide a luxurious hotel atmosphere in it.

**Boatels:** These hotels are the luxurious one which is away from the mainland, such as luxury cruise liners; hotels, which are built in the middle of the sea.

### **On the Basis of Ownership**

Hotels which are on the basis of ownership are described below:

**Timeshare:** Time sharing hotels are also known as vacation ownership or holiday ownership hotels. This is a new concept in India, but growing very fast. In this individual hire an accommodation for weeks or month in advance. The price to purchase a particular property depends on the trend going in that particular area or hill stations. An individual who rented the property is also liable to pay maintenance, electricity, gas, water, safety, and insurance etc.

**Condominium hotel:** This concept is almost similar like a time share, but the only difference is joint ownership and each owner can sale their unit independently. There are certain rules

and regulation made by the management that each of the owners has to follow and also share common costs that includes taxes, security and maintenance expenses.

**Chain hotel:** Chain hotels are a number of hotels in different locations, but have the same rules, policies, and procedures. It can be categorized as follows:

**Affiliation:** Two or more operations belonging to a corporation like Hilton Corp, Holiday Inn, Hyatt.

**Multi- Unit Company:** These are the hotels which have a head office and a number of branch offices in the country and also outside the country.

**Franchisee:** An established company grants a particular pattern or format for doing business with another entity. It must adopt the particular pattern of business of the franchiser in all aspects. This standardization enables franchise chains to expand while maintaining a quality of services they offers.

**Management contract:** These hotels having different owners, but all hotels operates under a single management company. The management company operates the property and gets a pre agreed fee from the owner.

**Referral Groups:** Referral hotels are also called as independent hotels. These hotels offer reasonable quality of operating procedure for each hotel within the 'referral chain' to satisfy customer needs. The best example of referral hotels are Best Western Group of Hotels.

**On the Basis of Length of Stay:** These are categorized as follows:

**Transit hotel:** A transit hotel is situated near the airport or at a point of its entry. These are mainly for layover passengers who are in the process of traveling and have not yet reached to their final destination.

**Transient hotel:** These are the hotels which provide only short term stay only such as guest houses and government guest houses. The price of these hotels is very economic with limited facilities. Mostly government employees get more benefits of these types of hotel.

**Residential hotel:** Residential hotels are also known as apartment hotels. These hotels are used for long stay usually for weeks or months with kitchen facilities. These types of hotels are sold on a long term basis.

**Semi residential hotel:** These hotels are similar as residential hotels, but only difference is that it can be used in day to day basis as well as for a long term basis.

**On the Basis of Clientele:** Hotels which are on the basis of the clientele are as follows:

**Heritage hotel:** The historical places that built prior to 1950 such as palaces, forts, castles, havelies, hunting lodges, and residences. Government of India preserves these buildings to

boost tourism sector and provide five star deluxe facilities to each and every guest. The Heritage Grant hotel is one of the best examples of heritage hotel which is 100 years old.

**Boutique hotel:** These types of hotels are small in size but exclusive hotel. Every room is distinctive. It comes in the list of very expensive hotel with personalized services. If we compare the services with other hotels these hotels provide very best services with exceptionally high quality.

**Ecotels:** These kinds of hotels have strict standards that pertain to the preservation of the ecological system.

**Spa hotel:** These are the hotel which provides therapeutic bath and massage along with the luxurious facilities. Ananda spa in the Himalaya is the most popular Spa hotel.

### **Sycophantic Behaviour**

To do Oiling and battering to their bosses to get promotion and getting a higher place in the organization is known as sycophantic behaviour. According to Ekong and Essien (2012) the sycophantic groups are those who involve more in intrigues, lying about others to cause confusion-official liar and those who pretend to be the adviser to the political leader. But due to their false praise, the performance of employees and outputs of the organization may vary that could be harmful. These issues can be seen in the private sector as well as in public or government sector now a day. As Jhatial (2012) found in his study that 80% of respondents in government sector agreed that connection or sifarish, references, sycophancy, and cronyism play a significant role in the HRM decision making process, whereas only 20% of respondents found that it have done on merit based decision.

### **Origin of Sycophancy**

Origin of sycophancy was Classical, Latin '*sycophant*' from Classical Greek word '*sykophantia*'. In the sixteenth century, firstly sycophant introduced in English which having an original meaning 'informer' but after a short period of time the meaning changes its sense and gave the definition as "A mean, servile, cringing, or abject flatterer; a parasite, toady, lickspittle".

Sycophancy man's flattery that is very obedient, or it is an indication of deference to another to gain advantage, and to an excessive or servile degree. A person or employee or co-worker having sycophancy behaviour is referred to as a sycophant. A sycophant is a person who tries to win favor of wealthy or influential people by flattering them only to gain self-advantage. Sycophantic person acts towards like powerful to another to gain advantage either in the form of promotion or good rewords in the organization. Sycophant is a servile self-seeker who attempts to win favor by flattering influential people. A person who fawns, deferential and grovelling, abject, adulatory, boot licking, bowing, brown nosing, compliant, cowering, crawling,

cringing, flattering, humble, ingratiating, kowtowing, mealy-mouthed, obsequious, parasitic, prostrate, scraping, servile, slavish, spineless, submissive and subservient. According to Ekong and Essien (2012) sycophantic groups often feed political class with information, often distorted, garnished with lies and unfounded optimism, from the polity. Ayodele, 1988 believed that sycophancy has a degree or level. It also has a magnitude, direction and effect.

Earlier sycophantic behaviour begins with the educational system, but criticism is never supported by institutions from the starting. There are various factors' helps in reducing or tolerating criticisms like perks, benefits and privileges of power, etc. People, who criticize, are most often disparaged, as they are called as complainers. Therefore, intolerant views of others are the indicators of sycophancy. Henry (2009) observed when an adult takes his/her place in an organization, the human interaction and reaction begins that is based on human biases or mistakes which they do often on fairness, the merit and objectivity. The expression, used by many Americans, which are unsaid national slogan for them is "going along to get along". A sycophant is "the one who always seeks favor by flattering and praising people of wealth or influence them" according to *Webster's New World Dictionary*. Hence, it is clear that sycophants do not make any kind of waves or criticisms.

### **How Sycophantic Behaviour Influences the Culture**

As judge, & Bretz, 1994 found that influencing behaviour effect career success and they found the positive effect on career growth. Previous researchers examined that trust is an important factor that influence another person to gain advantage and to build trust, communication found crucial between them to avoid confusion. The study suggested sycophantic behaviour is required at the present time somehow, otherwise colleagues would take advantage or your junior worker take the advantage if you don't take a chance, so everyone should have this art. Dibakar pal did comparison between sycophantic behaviour of co-workers with machines. He said, as after a period of time machines required oiling to work properly. Similarly, co-workers also oil their superiors. By adopting sycophantic behaviour, individuals could take number of advantages just by putting a little effort like oiling their superiors, presenting themselves more efficient, and by showing more committed to an organization, sometimes even they take credit for another co-worker work. They do such things only to secure in the organization. Every sycophantic person has two faces, they never say no to their superiors, and always agreed with the opinion even if that opinion is wrong.

After reviewing literature, the researchers Judge and Bretz, 1994 also examined that if the employees get career success, then they must be committed to an organization. Drane (2006) also discussed that sycophantic does have a positive influence on career growth and if proper communication and trust factor is present which directly or indirectly lined with organizational culture and their effect can be seen on outcomes. Cool and Wall (1980) in their study examined that trust is one of the factors between individual or group which highly responsible for employee

work stability for long term of the organization. The study suggested, if a person is trustworthy, has sycophantic behaviour, and uses it in the right way, then there is no harm to carry such kind of attitude.

If we talk about communication it is a process to convey messages or information by two ways, i.e. in written and verbal form but if the flow of communication is right, only then it will create motivation among employee's to retain in the industry for long. If trust and communication factors present in the service industry it results in less turnover, more satisfaction, increase productivity, and commitment. If these factors are present in the organization, then it will also reduce the company cost, time, and every employee's work as a family to achieve company objectives. As we all know that most of the companies which are into services, included hotel industry have long working hours and shifts. So, if they do not get friendly working environment at work place, it's become difficult to work so long. It resulted employee turnover, less committed, and less satisfaction. Employees of that organization always look for another opportunity. Ultimately, it would be a loss of the organization. The advice for top management is that they should have to be active to look at the situation to resolve actual faults. In case of ignorance, organizations will not survive long in the market and will suffer the crisis.

### **Purpose of the Study**

In today's competitive world, sycophantic behaviour plays significant role in every organization. A culture of the service sector is also influenced by this behaviour. If we go into a deep discussion, we can notice that, sycophantic behaviour of co-workers is very crucial variable that impact hospitality culture, but negligible importance has been given, only a few studies put stress and said that co-workers get a competitive advantage for personal growth by using sycophantic behaviour with superiors. It is also observed that, the performance of an organization depends upon the surrounding as we read in many HRM books that "good culture at work place leads to good performance of any companies". Service industry required team spirit for increasing performance level and for that sycophantic behaviour generally been adopted by a co-worker's to please their superiors. This article puts some efforts to explain the factors that influence the co-worker's behaviour in the hospitality sector.

### **Literature Review**

**Singh (1987)** proposed a study of the unilateral structure of power and explained how controlled mechanism used by subordinates to influence their supervisors. Also, study investigated the effect of sectorial and groups power of influence strategies. For survey, 196 managers were selected from department-wise and level-wise except top two levels in the pyramidal structure. Factor analysis was performed and eight factors were extracted. The result explored various power strategies employed by managers for their superiors. Also, power strategies can be used as a parameter to evaluate the organizational performance.

**Judge and Bretz (1994)** examined the effect of sycophantic behaviour that influenced the career success and results showed that sycophantic behaviour had a positive effect on career growth. The comparison of sycophancy behaviour and career success was done in this study. The total of 651 sample size was taken from Midwestern University, from the graduate of the industrial relations program. The findings revealed that “apple polishing seems to be a better means of getting ahead than blowing one’s own horn” which showed a positive effect of sycophantic behaviour on successful career.

**Thacker & Wayne (1995)** purposed a study of subordinate influence tactics of sycophantic behaviour and individual differences on perceptions of supervisor’s promo ability. Sycophantic tactics taken in the study were ingratiation, reasoning, assertiveness, and self-reports. A survey was done on both supervisors as well as on subordinates and the relationship among influence tactics and promo ability were examined. The findings revealed that assertively was not a good tactic for any employee to engage in and supervisors feel that assertive employees are trying to take control. The “reasoning” is a subtler approach of sycophantic behaviour and most persuasive influence tactic. The reasoning involved the subordinate working with the supervisor and providing detailed action plans, logical arguments, facts and careful explanations.

**Drane (2006)** conducted a study to find out their relationship among sycophantic behaviour, supervisor-subordinate communication, co-worker relationships, and trust. The sycophantic behaviour with relation to promotion in an organization as well as the best sycophantic influence style, relationship of supervisor-subordinate communication was studied and their effect on job satisfaction and employee motivation and the final variable trust have been discussed to examine the benefits of trust to the organization’s longevity, productivity and efficiency. The study revealed that the relationships developed between the supervisors and subordinates through different communication behaviours such as immediacy, reciprocity and accommodation was found positive work environment for both the supervisor and subordinate. The second variable showed that good co-worker relationships lead to job satisfaction and finally concluded that trust among employees was related to their job satisfaction, therefore it improves the organization’s longevity, productivity and efficiency.

**Umeogu (2012)** conducted a study on Nigerian media and focused on sycophancy and objective journalism. He evaluated the elements of sycophancy, ethics, objectivity, objectivity journal, and looked at the reasons that effect on the public, media house, individuals, and the government. In this study causes of sycophancy and its dangerous effects on entire professions was discussed. The study concluded that objectivity in journalism was attainable and relative to those journalists who were more to be ethical or not willing to face the challenges. Finally study discussed the various causes of sycophancy i.e. lack of experience on the part of political leaders, poverty, environmental contingencies, lack of professional education or training of journalists.



**Mangi, et al. (2012)** investigated the role of sycophancy or connection and nepotism. It was found that these were critical factors in HRM functioning. The study also investigated that sifarish or connection affects the decisions like recruitment, selection, and promotions while developing functions of HRM in the private sector. Results revealed that cultural factor influenced HRM functioning's. Collectivism, sifarish, cronyism, and sycophancy strongly influenced factors on HRM practices in the private organizations.

**Ekong and Essien (2012)** conducted a study to unveil the surrounded operational forces, compelling of gangsterism, and sycophancy in Nigerian politics. He examined the level of influence of the politic decision by economic factors. The study has developed a model to analyze gang and sycophantic politics in Nigeria. The study revealed that gang, to a large extent, influence the appointment of political office holders such as ministers, commissioners, advisors, etc. the study also discussed various characteristics of gang and sycophantic groups in Nigeria such as suspicion, strong capacity to convince the leaders, attractiveness, flexibility, sycophantic, blackmail and lies, diabolical and deceitfulness. The results suggested that influence and patronizing role of gangs and sycophant must equally be discouraged, which intern downplay the power and influence the money politic in the nation.

**Chahal & Poonam (2015)** conducted a conceptual study in which they discussed about the impact of employee sycophantic behaviour on organizational culture. While telling the advantages they said that behaviour has greater impact on career growth like promotion, transformation, recruitment and selection, and in decision making process. This study also puts emphases on government sector as, "Jhatial found in his study that 80% of respondents in government sector agreed that connection or sifarish, references, sycophancy, and cronyism play significant role in the HRM decision making process whereas only 20% of respondents found that it have done on merit based decision."

**Musaddiq, et al. (2016)** examined the effect of ingratiation and helping behaviour of employees on supervisor satisfaction at work. A study conducted on Pakistan hospitality sector and data was collected from front line employee and their supervisor, how has direct interaction with customers. The results revealed that there was an insignificant relation between ingratiation and helping behaviour at lower levels. But, have a significant relationship at supervisory level in the hospitality industry.

### **Research Gap**

The present study focused on the variable named as sycophantic behaviour of co-workers in the hospitality sector. Many researchers studied this variable 'sycophantic behaviour' with different name like ingratiation, impression management, upward influence and downward influence that can be seen in the review of literature. This behaviour has been studied differently with other variables and in relation with supervisor, superiors, managers, top managers, etc.

But only a few of the studies has actually tested the behaviour among peers. Some of the researchers tried to examine among peers but the area was widely different.

### **Objective of the Study**

After reviewing the existing literature and finding the research gap following objective was undertaken:

- 1) To examine the behavioural factors of co-workers perception in the hospitality sector

### **Methodology**

The methodology includes universe of study, sample, questionnaire design, and data analysis. The description of each given below:

#### **Universe of Study**

The study was conducted in the hospitality sector at Amritsar city. Two hotel categories, i.e. three-star and four-star hotels were taken as universe of the present study. The hotel employees (co-workers working at same level) who are working in four departments such as front desk, food and beverage services, f&b production, and housekeeping department were part of this study.

#### **Sample**

A stratified random sample technique has been used and population was divided into four strata as f&b services, housekeeping, f&b production and front desk from the eleven strata have chosen (each hotel have eleven departments).

Total 200 questionnaires were distributed among employees randomly and returned rate was 171 in which 131 was useful for further analysis.

#### **Questionnaire Design**

The questionnaire consisted of two parts; first part consists of 22 statements related to sycophantic behaviour of co-workers. Each question was asked by used 5-point Likert scale. Second part contained questions regarding the demographic profile of the respondents; each question was presented with multiple choices. Questions related to demographic profile was gender, age, marital-status, education, language, city and nation.

The main purpose of asking these sorts of question was to know closely sample representative of hotel employees in Amritsar city.

#### **Data analysis**

SPSS package was used to check the reliability of the scale Cronbach Alpha value of the items was calculated. The items with high standard deviation were excluded and the remaining

items were calculated. The Cronbach's Alpha value is 0.796 which is greater than 0.60. This shows that data is perfectly fine for further investigation.

**Reliability Statistics**

<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized items</b>	<b>N of Items</b>
0.796	0.809	22

**Factor Analysis**

Factor analysis is applied on 22 statements to determine the factors of sycophantic behaviour of employees in the hospitality sector.

Factor analysis was done by using the Principal Component Analysis followed by Varimax with Kaiser Normalization. The value of Kaiser-Meyer-Olkin, is equal to 0.777, that showed data is appropriate to apply the factor analysis. The value of chi-square is 2728.417, that is significant at p=0.000.

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.777
Bartlett's Test of Sphericity	Approx. Chi-Square	2728.417
	Df	231
	Sig.	.000

From the above fig., results showed that the data is fit for the factor analysis.

**The factor analysis gave rise to five factors having egen value more than one.**

**Naming of the Factors**

The name of the factor has been given according to the suitability of the factor as a whole. The five factors are extracted from the factor analysis named as exemplification, dependence, ingratiation, manipulation and self-representation. Explained below:

**Exemplification**

The name of the first factor (S14, S11, S13, S9, S10, and S12) is exemplified in which co-worker try to convince other while giving his own examples such as I keep my desk arranged to show that work is being done, I work late in organization so that others can see me. Variance explain by this factor is 23.242 per cent of the total variance. All statements showed the employees pretend to show they are dedicated, obedient, and busy even if they donot have these qualities in actual.

Table showed the Factors Variance, Alpha Coefficient, and Eigen-value.

Factor 1	Factor Loading	Variance Explained	Alpha Coefficient	Eigen Value
S14	.963	23.242	0.796	5.461
S11	.931			
S13	.929			
S9	.910			
S10	.891			
S12	.876			
<b>Factor 2</b>				
S5	.965	18.879	0.796	4.289
S1	.903			
S4	.901			
S3	.874			
S2	.831			
<b>Factor 3</b>				
S16	.938	17.292	0.796	3.801
S15	.928			
S18	.906			
S19	.824			
S17	.705			
<b>Factor 4</b>				
S8	.800	9.140	0.796	1.656
S6	.780			
S7	.652			
<b>Factor 5</b>				
S21	.706	6.487	0.796	1.297
S20	.658			
S22	.644			
<b>Total variance explained</b>				<b>75.040%</b>

### Dependence

The second factor (S5, S1, S4, S3, and S2) named as dependence in which co-workers try to show that without superiors help they cannot perform any task like I generally depend upon my superior's suggestions, I can create an impression that I am dependable on them. The variance explained by this factor is 18.879 per cent of the total variance. This factor showed that they are dependable on superiors.

### Ingratiation

The third factor (S16, S15, S18, S19, and S17) named as ingratiation, in which co-workers

try to adopt flattery behaviour to praise their superiors such as I praise my superior for their accomplishments, I agree with their major idea or belief. The variance explained by this factor is 17.292 per cent of the total variance. This factor explained how co-workers do personal favors, compliment on superiors dress, to offer volunteer help even if superiors don't ask for it.

### **Manipulation**

The fourth factor (S8, S6, and S7) named as manipulation in which co-workers see for personalized help from superiors, they try to show utmost respect for superiors and choose the right words while talking to their superiors. The variance explained by this factor is 9.140 per cent of the total variance. This factor explained that how co-workers show the respect while talking to their superior even if they actually do not do.

### **Self-Representation**

Last but not the least factor (S21, S20, and S22) called as self-representation in that co-workers try to represent their self that they are very much talented and qualified and they have no competition such as I make myself superior aware about my talents, I act like a figure head for others, etc. The variance explained by this factor is 6.487 per cent of the total variance. This factor showed that how co-workers promote themselves and show that only they have vast knowledge about their work than another.

The explored factors, namely, dependency and manipulation are congruent with factors explored in the study conducted by Singh, 1987.

### **Conclusion**

This study comes up with the new idea and succeeded in exploring the various factors of sycophantic behaviour of co-workers that they use with their immediate superiors. Present paper basically explained five factors which are mainly issued in today's world. With the help of previous studies, the study tries to explain how employee's use sycophantic behaviour to gain competitive advantage and various advantages at work. This empirical study tried to find out the main factors which explained that how it's affecting influence tactics in the organization. This paper also discussed that how trust and right communication is crucial in today's competitive environment to compete in the market and also discussed the various advantages. In the service sector proper communication resulted job satisfaction, long term commitment, increase productivity, efficiency, and reduces turnover, absenteeism, and increase the commitment of the employees towards work. Study also suggested that if a person is trustworthy, has sycophantic behaviour, and uses it in the right way, then there is no harm to carry such kind of attitude.

### Recommendations

- There are various other factors which also influence sycophantic behaviour of co-workers and their impact can be seen on organisational culture as well as on performance. Those might be considered in future research.
- In future, the research could be conducted with a bigger sample size and in the wider area. A combination of more than one variable can also be tested on different cultures within the boundaries of the country.

### Limitation of study

- The sample size was small it was difficult to generalize the results.
- The factors may vary if there is large.
- Time constraints.
- There might be difference in actual feedback and given responses.

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