

**HOW TO MANAGE SUCCESSFULLY PROBLEMATIC EMPLOYEES AT
WORKPLACE: USEFUL FEEDBACKS FOR MANAGERS.**

**ISH JOYIDAGI MUAMMOLI XODIMLARNI QANDAY QILIB
MUVAFFAQIYATLI BOSHQARISH KERAK: MENEJERLARGA FOYDALI
YO'RIQNOMALAR.**

**КАК УСПЕШНО УПРАВЛЯТЬ ТРУДНЫМИ СОТРУДНИКАМИ НА
РАБОЧЕМ МЕСТЕ: ПОЛЕЗНЫЕ ОТЗЫВЫ ДЛЯ РУКОВОДИТЕЛЕЙ.**

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Abstract: Effective management of employees is one of the main management tasks of every leader. However, the question of how to successfully manage problematic employees remains a common problem among many leaders today. Bad behavior of one employee in the company, bad relationship with the manager or colleagues has a negative impact on the work of other members in the team. A decrease in work efficiency can seriously damage the company's operations in the future, as well as the company's profits. Managing problem employees is a difficult process for managers, but it is necessary to take immediate measures to minimize the damage to the company. This article discusses what the term "problem employee" means, the problematic situations they cause, their reasons, and effective ways to resolve them. Also, the manager's tasks in creating a positive and healthy environment in the company were highlighted.

Key words: "problematic" employee, manager, irresponsibility, efficiency, corporate spirit, stress, motivation, strategic plan, competence-experience, personnel department.

Annotatsiya: Xodimlarni samarali boshqarish har bir rahbarning asosiy boshqaruv vazifalaridan biri hisoblanadi. Biroq, bugungi kunga kelib, muammoli xodimlarni qanday qilib muvaffaqiyatli boshqarish kerak degan savol ko'pchilik rahbarlar orasida keng tarqalgan muammo bo'lib qolmoqda. Kompaniyada biror bir xodimning yomon xulq-atvori, rahbar yoki hamkasblari bilan yomon munosabati jamoadagi boshqa a'zolarining ish faoliyatiga salbiy ta'sir ko'rsatadi. Ish samaradorligini pasayishi esa kelajakda kompaniya faoliyatiga, shuningdek, kompaniya ko'radigan foydaga ham jiddiy zarar yetkazishi mumkin. Muammoli xodimlarni boshqarish menejerlar uchun qiyin jarayon, lekin bundan kompaniya ko'radigan zararni minimallashtirish uchun darhol kerakli choralar ko'rish zarur. Ushbu maqolada "muammoli xodim" iborasi nimani anglatishi, ular keltirib chiqaradigan muammoli vaziyatlar, ularning sabablari

va bartaraf etishning samarali usullari to'g'risida fikr-mulohazalar bayon etilgan. Shuningdek, kompaniyada ijobiy va sog'lom muhit yaratishda menejer oldida turgan vazifalarga ham alohida to'xtalib o'tilgan.

Kalit so'zlar: "muammoli" xodim, menejer, mas'uliyatsizlik, samaradorlik, korporativ ruh, stress, motivatsiya, strategik reja, malaka-tajriba, kadrlar bo'limi.

Аннотация: Эффективное управление сотрудниками – одна из основных управленческих задач каждого руководителя. Однако на сегодняшний день вопрос о том, как успешно управлять проблемными сотрудниками, остается распространенной проблемой среди большинства руководителей. Плохое поведение сотрудника в компании, руководителя или коллеги. Плохие отношения с другими членами коллектива окажут негативное влияние на результативность работы других членов коллектива. Снижение эффективности работы может серьезно навредить эффективности работы компании в будущем, а также прибыли компании. Управление проблемой сотрудников – сложный процесс для руководителей, но необходимо сразу минимизировать ущерб для компании. Необходимо принять меры. В данной статье рассмотрено значение словосочетания «проблемный сотрудник», проблемные ситуации, которые они вызывают, их причины, и эффективные методы устранения. Также выделены задачи, стоящие перед руководителем в создании позитивной и здоровой среды в компании.

Ключевые слова: «проблемный» сотрудник, руководитель, безответственность, эффективность, корпоративный дух, стресс, мотивация, стратегический план, компетентность-опыт, отдел кадров.

"Problematic" employees can be employees who cannot behave responsibly and professionally at work or whose behavior reduces the work efficiency of others.

1. Poor performance.
2. Uncooperative in the team.
3. Irresponsibility;
4. Resistance to change;
5. Failure to accept responsibility for one's actions.

1. Poor performance. There may be various reasons for an employee's inactivity at work. For example, lack of motivation, lack of necessary resources for effective work, and in some cases, their own may not have the necessary knowledge and skills, practical experience in their profession. Such employees do not work for development and do not take advantage of the opportunities and conditions created by the company.

In addition, they may have other personal problems that do not allow them to concentrate on their work.

2. Uncooperative in the team. Such employees do not want to work together with other colleagues, cooperate or follow corporate rules. It is usually observed that they

do not obey the leader and do not fulfill the tasks given by him on time. Such actions of them lead to disruption of the work chain in the company and decrease in efficiency.

3. Irresponsibility. Being irresponsible at work can have many negative consequences. This is especially true of problematic employees. Not coming to work on time, not regularly attending meetings, or irresponsibly approaching the assigned task and not completing it on time will cause various delays and cause damage to the company.

4. Resistance to change. Adapting to new things can be difficult, but change isn't always a bad thing. It is important for the future work of the manager to study the the employees' opinion in advance of the addition of a new team member to the group, the quitting of another employee, or some organizational changes in the company itself. Usually, resistance to change can be for various reasons: lack of trust, poor communication, fear of failure. In order to reduce employees' resistance to change, the manager should provide them with detailed information about the changes that will take place in the company, and describe the possible effects that these changes will bring to the company in the future.

5. Failure to accept responsibility for one's actions. One of the most common situations managers face when dealing with problematic employees is failure to recognize circumstances related to the employee's performance. Holding employees accountable for their work is an important part of achieving company goals. When everyone is aware of their responsibilities and accountabilities, they can work better and more consistently. Some employees need more supervision than others, so it's important for a manager to have a strategy for monitoring their performance. When team members know that their tasks are being monitored, they can focus on their work and get more done. Also, through this, the manager helps to develop a sense of responsibility in his employees.

In practice, managers use different methods to work with a problematic employee:

1. In the process of assigning a task to a "problem" employee, the manager emphasizes that it is important for the company's activity to do tasks on time, without delay, and that he believes that he can complete the task, not in a commanding tone, as this has a positive effect on the employee's psychology, increases his self-confidence, and motivates him.

2. Determine the root of the problem. Until a manager can identify the cause of a problem with a problematic employee's bad behavior, it is difficult to find effective solutions to dealing with such employees. The main reasons can be directly related to their work, colleagues or corporate environment, or, conversely, personal problems that are completely unrelated to these. As a manager leading a team in a company, one of the manager's responsibilities is to identify what their problem is and help them solve it.

3. The manager should be a good listener and should be open to the ideas given by the employees. Taking into account the opinion of the team in meetings or in the development of forward-looking strategic plans, in the process of making decisions about the company's activities in general, strengthens the relationship between managers and employees, increases their confidence and encourages them to do more for the future of the company.

4. The manager should provide clear instructions and recommendations for problematic employees. Problematic employees usually lack the necessary skills and experience to perform tasks, which is a factor that creates stressful situations for them. Stress reduces work efficiency. Therefore, managers should give them clear and understandable instructions regarding the assignment.

5. Continuous monitoring of problematic employees' performance. A manager should develop a specific work plan for problematic employees, like a "road map". This plan includes goals, specific deadlines for their implementation, and periodic evaluation of the employee's progress. The employee is serious about the implementation of clearly defined goals. After making a plan, it is necessary to control that they work according to this plan. In this way, the manager helps them to succeed in the future.

6. A manager must be able to anticipate possible future situations. During the recruitment process, the manager should thoroughly study and analyze the candidates' previous workplace, position and the main reason for leaving the job. Also, conducting a face-to-face interview or taking various psychological tests with them can help prevent the issue of a problematic employee in the future.

7. A manager should respect others and be patient. A manager should be careful when expressing a negative opinion about an employee. It is also necessary to calmly communicate with problematic employees and not criticize them inappropriately. Professionalism, honesty, respect for those around you, and attention to facts in any situation are important in managerial activities.

Solutions for effective management of problematic employees: When dealing with problematic employees, managers use different methods to overcome difficulties. Below are some practical solutions for managers in such situations:

1. If the company has a personnel department, the manager should get advice on this from the specialists of this department. Because they know how to conduct politics in such a situation and they are professional in interpersonal relations.

2. One of the other cases of problematic employees is that the corporate spirit is not good in the team. In this case, the manager organizes various team events after work, celebrating birthdays together strengthens the cordial relationship between employees.

3. Problematic employees are usually more stressed. To reduce stress, a manager should create an environment in the company that benefits all employees. For example,

a room for playing table tennis can be allocated on a separate floor or a rest room with different landscape pictures hanging on the wall and music playing. To relieve fatigue, you can organize various office games. Through this, the work efficiency of employees can be increased.

4. Another problem faced by problematic employees is their lack of work experience. In this regard, the manager can organize a small bookcase in the corner of the office, and enriching it with scientific literature, magazines and newspapers necessary for the work process can help employees.

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