

# EMPLOYEE DEVELOPMENT THROUGH PROBATION: LEGAL, ORGANISATIONAL AND STRATEGIC PERSPECTIVES FROM MALAYSIA AND BEYOND

SIM, J.<sup>1\*</sup> – ISMAIL, F.<sup>1</sup>

<sup>1</sup> *Department of Production and Operation Management, Universiti Tun Hussein Onn Malaysia, Johor, Malaysia.*

*\*Corresponding author  
e-mail: fadillah[at]uthm.edu.my*

(Received 11<sup>th</sup> January 2025; revised 10<sup>th</sup> April 2025; accepted 20<sup>th</sup> April 2025)

**Abstract.** The probation period serves as a critical phase in employee development, providing a structured framework for assessing job suitability, fostering skill enhancement, and ensuring alignment between employees and organizational expectations. While not explicitly defined under Malaysia's Employment Act 1955 or the Industrial Relations Act 1967, judicial precedents recognize probation as a trial period, necessitating fair and transparent employment policies. This study explores the significance of probationary periods in employee growth, particularly in skill acquisition, feedback mechanisms, and adaptation to organizational culture. Through comparative analysis, it examines global variations in probationary frameworks, highlighting the balance between employer discretion and employee rights in different jurisdictions. Despite its developmental benefits, probation presents challenges, including performance pressures, organizational cultural adaptation, information overload, and the risk of premature termination. Case studies from leading Malaysian corporations such as Maybank and Petronas illustrate best practices in probation management, including structured onboarding, mentorship programs, and continuous professional development initiatives. Furthermore, the legal and regulatory considerations of probationary employment underscore the need for equitable assessment frameworks, procedural fairness, and compliance with employment laws. By integrating global best practices with local employment standards, organizations can optimize probation management strategies to enhance employee engagement, retention, and long-term workforce sustainability. This study contributes to the broader discourse on human resource management by offering insights into the strategic utilization of probationary periods for both employee and organizational development.

**Keywords:** *probation period, employee development, feedback mechanisms, skill enhancement*

## Introduction

A period of probation is a critical phase for new employees to comprehend their responsibilities, assess their alignment with the organisation, and acknowledge possibilities for enhancement (Cobb, 2024). During the probation period, it helps the probationers, and the company understand each other's needs and their expectations. Every probation period is different for each sector, organisation, and position. A suitable probationary period to determine if an employee's performance is up to standard before an employer formally accepts or engages them is a longtime conventional practice in the employment relationship. Newly hired employees typically send a 'probationary period' with the company before receiving official confirmation of their employment. When an employee is on a probationary period, they are not legally bound to some elements of their employment contract, such as those prohibit wrongful dismissal (George, 2023). Upon commencing a new position, an employee often undergoes a probationary term that serves as a "trial period". While the terms 'probation' and 'probationer' have no law defined in the Employment Act 1955 or the

Industrial Relations Act 1967, Malaysian Courts have recognised that a probationer is undergoing a trial period to prove their suitability for the position they seek to get hired for (Fang, 2024). Therefore, putting employees on probation is not required by law, but it is the common practice among companies to evaluate the characteristics of probationers, their suitability, and their ability to perform the role as an employee.

Basically, the employer and the employee jointly determine the period of a probationary term, as the Employment Act 1955 does not contain any specific legislation governing this matter (Yik, 2022). Therefore, the probation timeframe is three to six months but sometimes it must depend on the local employment law, job level and company policies. Probation periods are implemented quite differently throughout the world, reflecting cultural norms and variations in labour regulations. For instance, in Venezuela allows a maximum one month for probation period, while in France, for officer workers is a maximum two months and for executive is a maximum four months for probation period. The importance of adjusting probationary periods to job functions and organisational requirements is highlighted by these global examples. Probation periods are essential for probationers who have the potential to become permanent employees. Understanding the purpose, the regulations, and actively striving to meet the job's requirements can establish the foundation for a successful and fulfilling career (Cobb, 2024). In Malaysia, the lack of formal probationary regulations increases employers' duty to implement fair and transparent policies. Malaysian companies can implement customised probation frameworks that meet industry standards and safeguard employee rights by taking inspiration from global models. Companies in Malaysia may assure successful probation management that promotes employee growth as well as organisational performance by combining global benchmarks with local labour issues (Fang, 2024).

This paper evaluates the role of the probation period in enhancing the skills of employees, ensuring growth opportunities, and protecting employee rights, with a focus on its impact on professional development and legal considerations in both Malaysian and global contexts, while emphasising best practices and addressing related challenges. The main law in Tanzania about work is the Employment and Labour Relations Act (ELRA) 2004, which does not use the 'probation' once. However, we understood that employees in probation cannot use section 35 to claim unfair termination of employment. Although the Employment Act of 2007 does not specifically address the termination of probationary contracts, it does include provisions regarding employment rights for probationary employees. This appears to have been influenced by a Kenyan court decision in the case of *Monica Munira Kibuchi & others v. Mount Kenya University* eKLR10, where the Employment and Labour Relations Court acknowledge various rights for probationary employees. It is likely that Tanzanian labour law does not recognise these same rights (George, 2023). Furthermore, when it comes to the rights of employees during their probationary period, Tanzania's labour system falls short. Probationers or new employees are only guaranteed one right under the Employment and Labour Relations Act, and that is the right to a fair termination, as stated in section 35. Another misconception about this provision is that it does not affect employees with less than 6 months of service. Probation is a time for practical interviews and according to Rule 10(4) of the Code of Good Practice, it should not be more than 12 months. Despite all this, this legal framework is still very contentious, especially when employers unfairly terminate probationers or new employees in these categories (George, 2023).

According to the Employment Act (EA) 1955 of Malaysia, a probationer or new employee is entitled to the same privileges and protections as a permanent employee. An employee on probationary period has the right to a security of tenure, so if they feel unfairly fired, they have 60 days from the date of termination to file a report with the Industrial Relations Department for unfair dismissal under section 20 of the Industrial Relations Act 1967. If the allegations are genuine, the probationary worker can seek restitution or back pay through a court hearing that determines the report's veracity (Narayanan et al., 2022). Moreover, in Malaysia, a probationer cannot be terminated without notice. This is because according to the latest Employment Act in 2022, all employees, including probationers, are entitled to a notice period upon termination. The notice period will depend on the term of probationer's employment contract (Khor, 2024). Furthermore, the employer has the right to terminate the probationer during their probationary period. However, unlike permanent employees, probationers are entitled to certain employment rights to safeguard themselves. This means that the employer needs to follow the proper termination guidelines, so it is essential to have clear evidence and reasonable grounds for termination to protect the business from legal consequences. Malaysian companies must provide valid reasons for termination during probation, such as poor performance or misbehaviour, to avoid legal repercussions, unlike in many other nations where termination may occur with no oversight. The case of *Wong Choon Moey v Practimax Sdn Bhd* highlights the Malaysian judiciary's commitment to the necessity of clear evidence and procedural equity, especially for probationary employees (Yik, 2022).

A significant difference between Malaysia and other countries is the degree of protection provided to the employee during the probation period. Globally, countries such as Venezuela, for example, allow termination during the probationary period with minimum obligations, whereas European laws emphasise the rights of the employee and usually require detailed reasons for dismissal. However, Malaysia's practice of terminating probationary contracts strikes a compromise by allowing employers to do so while an employee is on probation while still requiring strict adherence to documentation and procedural fairness to avoid problems. This demonstrates respect for the employer's need for flexibility during the probationary period while emphasising the protection of the employee's rights and presenting both parties as being protected in their respective rights.

## **Results and Discussion**

### ***The role of probation period in employee development***

The probation period in employee development plays an important role for both employees and the organisation, as well as deliver a good result for the organisation. The probationer's abilities, motivation and opportunities to participate are the key to determine their performance during the probationary period.

### ***Opportunities for growth***

During the probationary period, the organisation provides opportunities for growth to the new employees or probationers (Narayanan et al., 2022). It allows the new employees or probationers to show their confidence and prove they can handle the job. Even new employees or probationers have opportunities to showcase their skills and

knowledge, as well as adapt to the job requirements. However, they can also learn new skills and knowledge from other permanent employees (Cobb, 2024). The opportunity enhancement practices include a number of initiatives, such as employee engagement in firm decision-making and the use of communication channels from the company to employee. The organisation designs these activities to empower new employees or probationers to contribute to its goals (Stempkowski and Grafl, 2021). Furthermore, the opportunities enhancement practices also provide new employees or probationers with greater flexibility, independence, motivation, and discretion to carry out their assigned duties (Liu et al., 2025). This allows them to improve the beneficial impact that the skill enhancement procedures have on the development of employee capabilities.

Proactive employee development, in the context of employee development, refers to the process by which new employees or probationers create opportunities for growth, taking personal responsibility for their own careers instead of proactive development in terms of promotion and improving their work environment, which motivates them to strive for advancement (Carnegie, 2025). This usually puts probationers under a lot of pressure to prove themselves quickly. When performance targets are unclear or unachievable, the pressure can lead to stress, anxiety and decreased productivity in workplace. Without enough guidance and support, some probationers could find it difficult to adjust and growth (Lin et al., 2020). This is because current employees or supervisors may not have the chance or motivation to properly train probationers or new employees. Organisations could address these problems by establishing clear standards and providing frequent feedback to help probationers, as well as facilitating peer support groups for probationers or new employees to exchange experience and seek counsel. For instance, Maybank offer to reduce needless stress to probationers or new employees for weekly performance assessments to make sure they are in line with their objectives (Fridayani et al., 2022). The Nestle Management Trainee Program (NMTP) pairs probationers with mentors, such as current employees or supervisors who offer guidance and personalised assistance throughout their jobs (Hutasoit, 2022).

### ***Feedback***

A probationary period that lasts for one month, three months, or even six months gives a newly hired employee the opportunity to get more feedback while they are adapting to their new role. During the probationary period, if new employees or probationers are having any concerns about the position, consider discussing strategies the employer can adopt to improve the situation. In this situation, new employees or probationers can demonstrate their passion for the position and commitment to the organisation's growth by providing recommendations for actionable changes (Gathongo, 2020). Moreover, it is important to be straightforward and polite when providing feedback, allowing the employer to understand that the employees are genuinely trying to be helpful. Evidently, the probation and approval system specify that a new employee must meet the benchmark in terms of job performance, conform to the organisation's set standards, and behave satisfactorily (Narayanan et al., 2022). Throughout the probationary period, new employees or probationers can enhance their performance with the assistance of constructive feedback (Novia and Yuadi, 2023). This is a valuable learning opportunity that could significantly contribute to their professional development. When new employees or probationers take the initiative to anticipate skill gaps by actively obtaining feedback from the employer well in advance

of official organisation evaluation, this is an example of proactive employee development (Dachner et al., 2021).

When new employees or probationers actively inquire about their job performance or make comparisons between themselves and others, they are considered to be seeking feedback (Perera, 2021). On the other hand, although feedback-seeking is a well-established notion in the organisation behaviour literature, it is becoming increasingly prominent as a proactive behaviour. When probationers or new hires ask for feedback, they consider their strengths and weaknesses (Jang et al., 2024). They then seek counsel in response to their contemplation and devise a plan of action to acquire new information and skills.

### ***Skill enhancement***

By participating in skill-enhancement practices throughout their probationary period, new employees or probationers have the opportunity to enhance their skills and, as a result, face a greater variety of duties and more challenges while they are on the job (Gordon et al., 2022). Throughout the process, they received offers on additional opportunities for growth and development, which boosted their motivation on the job (Carnegie, 2025). This is crucial for new employees or probationers, as it aids in their transition into a new field. Other than that, skill enhancement practices can provide new employees or probationers with opportunities to engage in the firm, as the organisation's developmental initiatives empower staff to implement innovative work methods and take responsibility for the quality of their output and contributions (Gordon et al., 2022). Additionally, to fulfil the needs of the work at the moment, to prepare for leadership chances, and to secure their own employability to move and adapt within and across companies as necessary, new employees or probationers are expected to take on a greater level of responsibility for refining their existing skills and adding new ones (Dachner et al., 2021). For instance, Maybank's 'The FutureReady' upskilling program offers probationers or new employees the chance to earn certifications in new skill areas, including computer programming, data science and analytics, human-centered design, and agile methods. Along with picking up new abilities, probationers or new employees will be able to use these abilities to experiment and come up with new ideas (Maybank, 2018).

### ***Challenges faced during probation period***

#### ***Performance pressures***

To make sure that new employees or those on probationary period satisfy organisational requirements, many organisations set high performance expectations for them during the probationary period (Novia and Yuadi, 2023). Imposing higher requirements might motivate workers to achieve, but putting too much pressure on them could lead to burnout or decreased output. When probationers or new employees are faced with goals that seem impossible to reach, their confidence might decrease, which in turn reduces their dedication and the chances of successfully completing the assignment. This makes it difficult for probationers or new employees to succeed. Moreover, the probationary period is short, and this is the time for the employer to observe the new employees or probationers' attitude, management, and performance before making a final decision (Yella, 2020). Therefore, the new employees or probationers are often under pressure to prove themselves quickly. They feel that

showing high ability, strong skills, high productivity, and rapid adaptation is one way for the employer to recognise them well. In one instance, Maybank starts the probationary period by explicitly defining attainable performance criteria to help probationers set realistic goals (Saadin et al., 2018). Probationers and new employees may overcome such challenges with the support of Maybank's weekly feedback meetings, which assess progress and resolve issues. This approach eases the tension caused by unclear or overly ambitious statements and encourages open conversation for the expression of concerns. In addition to being transparent about expectations and procedures, Maybank can provide probationers direct access to supervisors and HR representatives, which gives them a voice and a place to ask questions (Carnegie, 2025). This helps to ease probationers' fear and uncertainty. In short, there will be modest performance expectations during the probationary period. Organisations may aid probationers or new employees during this time by providing them with resources, clear directions, and continuous support. Easing tensions and establishing a positive experience require structured feedback systems, mentorship programs and realistic goal setting. Organisations may foster a more resilient and self-assured workforce by efficiently managing performance demands, which benefits both individuals and the organisation in the long run.

### ***Organisation culture***

According to O'Donnellan (2024), stated that new employees or probationers often experience some anxiety when they join an already established environment. An organisation's culture, work ethics, and interpersonal dynamics are all distinctively different from one another. The new employee or probationer must understand and adjust to these standards as rapidly as possible in order to maximise their efficiency and effectiveness. As a result, those new employees or probationers need to readjust to the new work environment and culture. Not only that, but they also need to build relationships with their new coworkers. These situations can cause them discomfort and stress. Problems with cultural integration frequently arise from a lack of knowledge about informal power dynamics, rules of engagement, and proper workplace protocol (Yella, 2020). The employer expected probationers, or new employees would successfully manage these challenges while carrying out their duties. Therefore, improper management of these cultural adaptations can cause discomfort, tension, and decreased productivity. Additionally, in today's dynamic and unpredictable global workplace, businesses must consistently assess how they can best invest in their employees' professional growth in order to maintain high levels of happiness and productivity (Dehombreux. 2024).

Petronas uses its 'Cultural Awareness Program' to address cultural adjustment when new concerns arise regarding probationers' or new employees' awareness and knowledge, which may include the duties and responsibilities of the personnel. This project introduces new employees to the company's principles, workplace etiquette, and cooperation processes (Petronas, 2022). In order to avoid organisational culture, organisations can provide peer mentorship programs to probationers or new employees, which are led by experienced employees who guide them through their jobs and informal practices. Other than that, Petronas can conduct seminars and workshops that emphasise interpersonal and cultural adaptability (Intarakamhang and Pimthong, 2021). Probationers or new employees can learn the company's principles, intercultural communication skills, and dispute resolution techniques in the workshops. Another way

to overcome is improve training to create scenarios that represent the real world of work. In short, when it comes to the success of probationers or new employees throughout their adjustment phase, organisational cultural plays a crucial role. Organisations that provide probationers with planned onboarding, mentorship programs, and open communication lines may greatly alleviate the stress and discomfort that comes with cultural adaptation. Organisations should put an emphasis on cultural integration see an uptick in probationers' happiness and productivity as well as the creation of a more harmonious and welcoming workplace, all of which are beneficial to the company's bottom line in the long run.

### ***Information overload***

There is a high rate of information overload among probationers or new employees, especially in organisations without thorough training programs. Language, procedures, and technical information often overwhelm probationers or new employees. Without organised support, probationers may feel overwhelmed by the amount of information given to them, which can cause them stress, anxiety, and a loss of confidence in their responsibilities. Businesses that deal with complicated workflows or use cutting-edge and technology often have this problem. In order to reduce the stress that comes with being overloaded with knowledge, the new employee or probationer will, in some way, carry a notebook with them and jot down everything that they hear and anything that they come across in terms of new practices. As a new employee or probationer, do not be afraid to ask clarifying questions. Probationers or new employees at Basex, a software development and digital solutions business, commonly suffered information overload owing to the complexity of project procedures, coding standards, and the necessity to rapidly get familiar with a number of tools and technologies (Spira and Burke, 2009). This resulted in protracted onboarding, increased mistakes, and a lack of confidence among probationers or new employees. For probationers or new employees, organisations might offer role-specific learning courses that emphasise the most pertinent technologies, frameworks, and procedures (Narayanan et al., 2022). This can facilitate the prioritisation of gaining essential skills, hence assuring expedited work preparedness. In short, the success of probationers might be hindered by information overload, which cause stress, delays onboarding, and a lack of confidence. To tackle this issue, organisations can use organised onboarding procedures, training that is relevant to roles, mentorship programs, and phased learning methodologies. Employees and the organisation benefit in the long run when probationers are given the resources, directions, and a positive work atmosphere they need to make the move easier.

### ***Mistake***

A probationer or new employee is likely to make mistakes when they start working for a new organisation. While they are still getting a feel for the organisation's culture and expectations, as well as its procedures, vision, and purpose, they are certain to make some blunders (Johan and Ariawan, 2022). This is because they are certain to make some blunders and not yet familiar with the organisation's procedures, probationers may make mistakes, such as misreading instructions or neglecting to complete assignments by the due date. While mistakes are inevitable, it is crucial to view them as opportunities for learning and development rather than taking them personally (Smit and Grobler, 2021). When probationers work for an organisation that values empathy and education,

they are more likely to see setbacks as opportunities for growth rather than failures. During the first several weeks at work, a new employee or probationer establishes the tone for their future and relationships with colleagues. This is because they are so eager to show themselves, probationers sometimes fail to pay attention to the most fundamental yet important parts of their job, such as following company policy for communication and time management (Carnegie, 2025). When probationers make these errors, it can lead to confusion and make collaboration harder. Despite these challenges, probationers can maximise their first weeks by learning and adapting. Often, probationers establish the foundation for enhanced relationships and future minor errors. Probationers might feel more comfortable talking about difficulties and chances for growth if their employers promote open communication during performance reviews (Phillips, 2022).

Everyone at work, including new employees and probationers, often makes mistakes, particularly when transitioning into a new role. Typically, fear grips the new employee or probationer, as they fear an extension of their probationary period or a potential dismissal by their employer. Consider turning a work mistake into a positive learning experience. Nestle encourages a culture of learning by viewing failures as chances for improvement via its probationers or new employees (Nestle Professional Web Portal, 2023). Supervisors or experienced employees undertake post-error talks to uncover the fundamental reasons and teach them on how to improve their mistakes. To help probationers feel comfortable asking for and receiving assistance from coworkers, Nestle can foster an atmosphere of open communication and cooperation. Probationers can gain confidence and a sense of belonging via team-based problem solving, which also helps them feel less alone when mistakes happen (Hadiyat, 2023). In short, during probationary period, probationers will inevitably make some mistakes. However, those mistakes will also present them with invaluable opportunities to learn and improve. Organisations may assist them in developing resilience and self-confidence by creating a setting that accepts mistakes as part of learning, offers helpful criticism, and promotes introspection. To help them adjust, overcome obstacles, and make significant contributions to the organisation's success, structured mentorship programs, post-error evaluations, and customised training are available. Not only do these methods to improve probationer's experience, but also help the company foster a growth mindset.

### ***Comparison of probation management***

#### ***Before hiring a new employee or probationer***

Before a new employee or probationer is hired, the organisation must ensure that they are provided with clear communication on the job duties and performance criteria that are required or anticipated of them. This is because the confirmation of employment is dependent upon the employee meeting these requirements. Moving forward, it is necessary for the organisation to impose acceptable performance expectations on the new employee or probationer. These targets should include important indicators of performance and key outcome areas, as well as time frames (Gathongo, 2020). Organisations can enhance this by developing orientation programs that instruct probationers on the organisation's values, goals, and procedures. By providing a pre-employment exam, such as a simulation or practical test, is another option for determining an applicant's qualification for a position. Employers should prioritise providing potential probationers with the necessary resources from the outset to ensure

their success (Abusomwan, 2023). In order to bridge the gap between what is expected on the job and what is actually delivered, it may be helpful to schedule regular check-ins at the beginning of the probationary term.

### ***During the probation period***

An employee's performance is closely monitored, and advice and comments are provided on a regular basis throughout the probationary term, which is also an assessment phase. During this stage, the organisation can assess the probationer's strengths and weaknesses and provide tailored interventions like training, counselling, or mentorship based on those areas. Employees will feel more encouraged as they work to achieve goals if they work in an atmosphere that provides frequent and positive feedback (Novia and Yuadi, 2023). Additionally, businesses should be proactive in addressing performance concerns as they arise. This can improve probationers' chances of success as simple as providing them with a development plan that contains dates and attainable objectives. Managers and supervisors are vital to probationers' success because they guide them and are involved in their development (George, 2023). To keep the review process open and consistent, employers also need to make sure that input is recorded. Clarity and the reduction of disputes or misunderstandings regarding the final decision (confirmation, extension, or termination) can be achieved by the correct documenting of performance evaluations conducted during probation (Smit and Grobler, 2021).

### ***After the end of the probation period***

Once the probationary period ends, it is the responsibility of the HR manager to evaluate the probationer's performance, attitude, and abilities comprehensively. Part of this process is going back to the pre-hiring goals and seeing how well the probationer has done in meeting them. To make sure the review is thorough and fair, organisations should include the direct supervisor and other pertinent parties in the decision-making process (Novia and Yuadi, 2023). Organisations should also consider probationers' points of view by providing them with forums in which they may voice their opinions and provide explanations for any difficulties they encountered while on the probationary period. The organisation has the authority to extend the probationary period in situations when it is fair to do so, such as when the probationer has performed poorly. In accordance with Section 20 of the Industrial Relations Act 1967, the organisation is required to offer reasons for non-confirmation in the case that the employer is reasonably satisfied that the employee is not appropriate for permanent employment (Othman et al., 2022). The reason for this is because the new employee or probationer has the same rights as the permanent employee. As a result, if the organisation terminates the new employee or probationer without just cause, they have the right to file a lawsuit against the organisation. The organisation may consider extending the probationary period in situations involving performance concerns, but only if there are valid grounds to do so. There should be an official message welcoming probationers as permanent workers if their confirmation is forthcoming, and they should also get additional assistance to help them transition effectively into the organization (Abraham et al., 2023). In order to safeguard themselves and their probationers, organisations should record all details of the probationary period, such as final reviews, performance indicators, and feedback sessions. Not only do these procedures protect all parties.

## Conclusion

In each and every organisation, the probationary period is a standard procedure. The probationer plays a crucial role in showcasing their capabilities and work performance. When it comes to the management of employees who are on probation period, the organisation needs to guarantee that they comply with certain procedural standards. Initially, it is necessary to define the standards; all categories of employees should be provided with a job description and the boundaries of the employer's expectations, and there should be continuous monitoring as well as frequent performance evaluations. The organisation recommends issuing written instructions that guarantee disciplinary actions for any disregard for standard and failure to meet goals. The head of the department is the one who should oversee conducting performance reviews and evaluations. After validating the appraisal, the head of department should convene with the evaluated employee to discuss the appraisal. Reasons must be given for the opinions expressed, regardless of whether the performance is excellent or poor; areas of weakness must be pointed out, discussed with the employee, and recognised by the employee. To take corrective actions, it is necessary to establish goals for the short, medium, and long term. It is possible that the employee's services will be terminated if they are unable to change their behaviour after these actions have been taken. The termination of service must be carried out in accordance with the rules and is carried out without prior notice by the employer.

The role of a probation period acts as a trial phase in employee development by providing opportunities for growth, feedback, and skill enhancement. The organisation provides a platform for probationers or new employees to align their competencies with organisational goals while learning and adapting skills and knowledge to new work environments. In addition, to ensuring that probationers or new employees are treated fairly, effective probation management maximises their ability to make a significant contribution to the company. Organisations may also face challenges like performance pressure, organisational culture, making mistakes, and information overload by cultivating a culture of employee development. This will ensure that the probationary period is an effective environment for growth. To implement effective probation management strategies in organisations, to measure actionable steps and an effective approach. First, it is important to have regular feedback sessions for probationers or new employees. This is crucial for guiding probationers or new employees, and this can be done by having a meeting once a week where managers provide structured, and constructive feedback for them to improve. However, issues may arise if probationers or new employees do not receive adequate time or training. To address this, feedback sessions should be integrated into probationers' performance metrics, and training programs should be provided to improve feedback delivery skills.

Additionally, during the probationary period, comprehensive training programs hold significant importance. Probationers or new employees should be paired with current employees for personalised counsel, assistance, extra encouragement, and these programs should include legal requirements about the organisation, organisation culture, and role-specific training. It could be beneficial to build adaptable training modules on certain platforms and split training into few phases throughout the probationary period to reduce resource limitations and avoid information overload. By addressing these problems and using these strategies, organisations may improve the performance of probation management and foster a positive work environment that fosters employee development and long-term organisational success by tackling these issues and putting

these methods into practice. In conclusion, during probationary periods, effective probation management is a significant tool for both employers and probationers or new employees. The organisation establishes a clear structure for evaluating performance, ensuring a good cultural fit, and encouraging open communication. The probation period may promote employee retention, decrease legal risk, and create a more peaceful working environment; all of these will contribute to long-term organisational success. In today's competitive working environment, it is more challenging than ever to place the suitable employee in the suitable position, and probationary periods provide the organisation an excellent opportunity to do this. involved in a conflict, but they also encourage a culture of responsibility.

### **Acknowledgement**

The authors would like to thank the Faculty of Technology Management and Business, University Tun Hussein Onn Malaysia (UTHM) for their support so that this writing can be published.

### **Conflict of interest**

Authors declare that there is no conflict of interests regarding the publication of the paper.

### **REFERENCES**

- [1] Abraham, M., Kaliannan, M., Avvari, M.V., Thomas, S. (2023): Reframing talent acquisition, retention practices for organisational commitment in Malaysian SMEs: A managerial perspective. – *Journal of General Management* 13p.
- [2] Abusomwan, J.O. (2023): Termination of Contract of Employment during Probationary Period: Need for Judicial Review. – *International Review of Law and Jurisprudence (IRLJ)* 5(1): 27-32.
- [3] Carnegie, P. (2025): Probation fear in new starters: understanding and alleviating concerns. – *Strategic HR Review* 24(1): 17-22.
- [4] Cobb, L. (2024): The importance of employee probation periods. – *BrightHR Web Portal* 16p.
- [5] Dachner, A.M., Ellingson, J.E., Noe, R.A., Saxton, B.M. (2021): The future of employee development. – *Human Resource Management Review* 31(2): 14p.
- [6] Dehombreux, V. (2024): Formative Supervision's Effects on Trusting Administrator-Teacher Relationships and Teachers' Professional Growth. – *Arizona State University* 298p.
- [7] Fang, A. (2024): Probation and probationers in Malaysia. – *Donovan & Ho Web Portal* 5p.
- [8] Fridayani, J.A., Kusuma, S.E., Yuniarto, A.Y. (2022): Building Link-Match of Gen Z and The World Of Work Through Contextual-Adaptive Facilitation. – *Jurnal Bisnis Strategi* 31(2): 117-129.
- [9] Gathongo, J.K. (2020): Towards a fair hearing for all employees: a case of probationary employee's in kenya and the right to be heard prior to dismissal. – *Obiter* 41(3): 555-572.
- [10] George, M.R. (2023): A Critique on the Rights of Probationary Employees: A Comparative Analysis between Tanzania and Kenya Jurisdictions. – *SSRN* 94p.

- [11] Gordon, K., Auten, J., Gordon, D. (2022): Probationary Period: The Strategic Leader's Approach to Candidate Selection and Training. – In Handbook of Research on Educational Leadership and Research Methodology, IGI Global 15p.
- [12] Hadiyat, Y. (2023): High Performance Work Practice (HPWP) Implementation at Pt. Sumoda Tama Berkah (“Mbok Darmi Milk”) In Bogor City, West Java. – Journal of Social Transformation and Regional Development 5(1): 57-65
- [13] Hutasoit, M.F. (2022): Human Resource Management of Pt. Nestle Indonesia Panjang Factory Lampung, Indonesia. – Economic Management and Social Sciences Journal 1(2): 36-44.
- [14] Intarakamhang, U., Pimthong, S. (2021): Evaluation of probationary performance of Thai Government officials. – International Journal of Public Sector Performance Management 7(3): 287-300.
- [15] Jang, Y., Zhang, J., Zheng, D. (2024): Do entrepreneurs mistreat probationary employees? The mediating role of perceived ethical climate and moderating roles of core job characteristics. – Management Research Review 47(4): 581-601.
- [16] Johan, S., Ariawan, A. (2022): Correlation financial institutions, customers and employees per labour law. – Arena Hukum 15(1): 38-58.
- [17] Khor, A. (2024): Probation in Malaysia: What Employers Need to Know. – Synergy Outsourcing Web Portal 3p.
- [18] Lin, Y.E., Tseng, C.N., Wang, M.F., Wu, S.F.V., Jane, S.W., Chien, L.Y. (2020): Anxiety and work stress among newly employed nurses during the first year of a residency programme: A longitudinal study. – Journal of Nursing Management 28(7): 1598-1606.
- [19] Liu, Y., Zhao, C., Yang, Z., Gao, Z. (2025): The effect of abusive supervision on employee job performance: The moderating role of employment contract type. – Journal of Business Ethics 196(1): 209-221.
- [20] Narayanan, E., Ismail, L., Krishnasamy, P., Yusuf, A.H., Yusuf, A., Krishnan, I.A. (2022): Why do employers extend the probationary period of fresh graduates after employment feedback from the human resource managers. – International Journal of Academic Research in Business and Social Sciences 12(6): 585-598.
- [21] Nestle Professional Web Portal (2023): Managing staff: How to attract, manage and retain talent. – Nestle Professional Web Portal 7p.
- [22] Novia, A., Yuadi, I. (2023): Forecasting employee potential through probationary assessment. – JBMP (Jurnal Bisnis, Manajemen Dan Perbankan) 9(2): 131-149.
- [23] O'Donnellan, R. (2024): Unpacking the challenges new hires face in 2024. – Intuition Web Portal 10p.
- [24] Othman, N., Mat, Z., Ismail, N. (2022): Factors Influencing Termination of Employment in Malaysian Private Sector: An Analysis from Industry. – Mathematical Statistician and Engineering Applications 71(3): 335-348.
- [25] Perera, S. (2021): Employment law: Probationary period. – SSRN Electronic 7p.
- [26] Petronas (2022): Board Onboarding and Professional Development Programme. – Petronas Integrated Report 2p.
- [27] Phillips, J. (2022): The impact of the pandemic on probation: lessons for the future. – Safer Communities 21(2): 112-122.
- [28] Saadin, I., Tambi, A.M., Karim, S.F., Salim, N.Z. (2018): The Association between work related stressor and work performance: A case Study among Executives of Group human Capital of Maybank Berhad. – International Journal of Academic Research In Business and Social Sciences 8(1): 497-505.
- [29] Smit, P., Grobler, J. (2021): Dismissal during Probationary Period of Employment in South Africa: An International Perspective. – African Journal of International and Comparative Law 29(4): 479-498.
- [30] Spira, J.B., Burke, C. (2009): Intel’s War on Information Overload: A Case Study. – New York, Basex 2p.

- [31] Stempkowski, M., Grafl, C. (2021): Probationary services in a pandemic. Results from an empirical study in Austria. – *Probation Journal* 68(4): 444-457.
- [32] Yella, G.V. (2020): The Used of Probationary Period in a Contract of Employment in Cameroon: A Legal Appraisal. – *United International Journal for Research & Technology* 1(9): 30-36.
- [33] Yik, C.S. (2022): Employment law: Probation. – Chia, Lee & Associate 5p.