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HR Training Programs and Their Role in Employee Performance Measurement: Insights from Public and Private Sectors Using LinkedIn Data

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Abstract

This paper explores the role of HR training programs in enhancing employee performance measurement systems in the public and private sectors, drawing on real-world insights from LinkedIn discussions with HR professionals and organisational practitioners. The study examines how HR training contributes to performance outcomes by analysing key metrics such as productivity, cost savings, employee satisfaction, and compliance. Using qualitative data from LinkedIn, this research compares the design and implementation of performance measurement systems across sectors, identifying common challenges such as the difficulty of measuring qualitative outcomes and resource limitations. The results demonstrate that return on investment (ROI) and productivity gains dominate the private sector, while compliance and service quality dominate the public sector. Drawing on these findings, the paper provides a framework for a performance measurement system (including better embedding of training results, qualitative metrics, and advanced analytic tools). The empirical evidence presented in this study is an example of cross-industrial learning and goes beyond theoretical frameworks for HR performance measurement by providing practical applications.

Keywords: HR training programs, employee performance measurement, performance management systems, public sector, private sector, return on investment (ROI), compliance and service quality, productivity improvements, qualitative metrics.

1. Introduction

Performance Measurement Systems (PMS) are essential tools by which the organisation evaluates employee productivity, efficiency, and their contributions toward achieving the organisational objectives. In private and public sector

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organisations, these systems are crucial in ensuring individual effort is focused on delivering the organisation's strategic objectives (Doka & Tan, 2023). However, these systems' design, implementation, and outcomes can vary significantly between the two sectors due to differences in their operational structures, goals, and external pressures (Nurbaiti, 2021). Private sector organisations often prioritise financial performance and operational efficiency, while public sector institutions focus more on delivering services, ensuring regulatory compliance, and promoting public welfare.

HR training is an essential element of performance measurement systems, used to increase employee skills and competencies that influence performance effects (Fadilah et al., 2023). Practical HR training can improve employee productivity, job satisfaction, and organisational performance (Jeni et al., 2021). Nevertheless, establishing a clear link between HR training outcomes and performance measurement systems remains challenging, particularly in the public sector, where many results, such as public trust and regulatory compliance, are inherently qualitative and less easily quantified (Nurbaiti, 2021).

This paper explores how HR training programs contribute to the effectiveness of performance measurement systems in both the public and private sectors, drawing on real-world insights from LinkedIn discussions with HR professionals and organisational practitioners. By analysing key metrics used to measure training programs' return on investment (ROI)—such as productivity improvements, cost savings, and employee engagement, the study seeks to highlight sector-specific differences in performance measurement practices and identify common challenges linking training outcomes to employee performance evaluation. The paper also aims to address the following research questions:

1. How do HR training programs impact performance measurement systems in the public and private sectors?
2. What are the key metrics used to assess the effectiveness of HR training in these sectors?
3. What challenges do organisations face in linking training outcomes to employee performance measurement systems?

By integrating theoretical frameworks with practical insights from LinkedIn professionals, this paper contributes to a deeper understanding of how HR training programs are embedded within performance measurement systems across sectors and offers recommendations for enhancing these systems to improve employee outcomes (Hasyim & Bakri, 2023).

2. Literature Review

The evaluation of employee performance in the public and private sectors has been the subject of extensive study. Performance measurement systems are designed to assess employees' effectiveness in achieving organisational objectives, which can vary considerably between industries due to differing operational goals, organisational structures, and external pressures. This section reviews the main theoretical models and empirical work concerning performance measurement

systems, the role of HR training, and the differences between public and private sector performance evaluations.

2.1 Theoretical Frameworks for Performance Measurement Systems

Organisational performance measurement systems (PMS) are grounded in various management and organisational theories. In the private sector, frameworks such as the Balanced Scorecard are commonly used. Performance measurement is tied to financial outcomes, customer satisfaction, and internal process enhancements. These systems emphasise productivity, innovation, and market competitiveness (Keathley-Herring et al., 2024).

In contrast, public sector performance measurement systems often reflect New Public Management (NPM) principles, which introduce market-oriented management practices into public administration. NPM frameworks prioritise efficiency, accountability, and service quality. Due to the non-financial nature of many public sector goals, performance measurement in this sector is more focused on compliance, resource management, and service delivery outcomes (Teymurov, 2024).

The variance in these frameworks demonstrates the fundamental contrasts in sectoral aims. Private sector success is closely tied to profit maximisation, whereas public sector performance is frequently focused on meeting societal commitments and regulatory compliance.

2.2 HR Training as a Catalyst for Performance Measurement

The link between HR training and performance measurement has received increased attention in academic literature and practice. HR training programs are critical for improving employee skills and competencies, directly impacting performance measures such as productivity and efficiency in the private sector (Bae, 2021). Investments in training lead to better talent management, lower turnover rates, and improved overall organisational performance. In the public sector, the role of HR training is more aligned with improving service delivery, compliance with legal and regulatory standards, and enhancing organisational effectiveness. Research highlights that public sector organisations face challenges linking HR training to quantifiable outcomes, as many performance indicators are qualitative or subjective, such as employee satisfaction or public trust (Teymurov, 2024). The growing integration of HR training into performance measurement systems is evident in both sectors. However, while the private sector frequently measures the return on investment (ROI) of training through financial outcomes, the public sector tends to focus on broader social impacts and the efficiency of service delivery.

2.3 Differences in Performance Measurement between Public and Private Sectors

Performance measurement in the private sector is heavily influenced by profit-driven motivations, which affect the design and implementation of PMS. Private

sector organisations can often invest more heavily in sophisticated performance metrics, advanced data analytics, and technologies that provide real-time feedback on employee performance (Ali, 2022). Metrics such as employee productivity, customer satisfaction, and cost-effectiveness are central to private sector performance evaluations. In contrast, public sector organisations are more constrained by budget limitations, political oversight, and the complexity of their service-oriented missions (Callens & Verhoest, 2024). Performance measurement in this sector often relies on predefined compliance metrics, citizen satisfaction, and program implementation efficiency. The difficulty in quantifying public sector outcomes, such as social welfare and public trust, creates a challenge in directly linking training programs to performance measurement systems.

2.4 Challenges in Implementing Performance Measurement Systems

Both sectors encounter significant challenges in effectively implementing performance measurement systems. Research shows that in the private sector, issues such as misaligned incentives, inadequate data collection, and a lack of long-term performance tracking can undermine the effectiveness of PMS (Callens & Verhoest, 2024). Moreover, private sector organisations may struggle to account for intangible outcomes, such as employee morale and creativity, in their performance metrics. This is even more challenging in the public sector, where government institutions are complex or bureaucratic. Public sector organisations face difficulties in measuring outcomes that are not easily quantifiable, such as public trust or employee engagement. Public organisations often encounter resistance to change, a lack of resources, and political pressures that complicate implementing comprehensive performance measurement systems (Teymurov, 2024).

2.5 HR Training and LinkedIn Insights on Performance Measurement

Insights from LinkedIn experts add a pragmatic view of HR training rollout and performance evaluation. When discussing specifics about their companies, the private sector directs much of their response towards ROI, cost savings, and employee productivity as metrics for assessing training effectiveness. These measures are congruent with the performance measurement theories that stress the financial result and the market-oriented performance. On the other hand, professionals in the public sector point to compliance and service delivery difficulties, as well as the fact that they are more challenging to measure and do not have precise financial results. Because the ultimate public sector outcomes (e.g., job satisfaction, decreased compliance violations) are qualitative, it would appear that more sophisticated performance measurements are necessary beyond traditional financial measures.

3. Methodology

This research utilises a qualitative methodology using a data source from LinkedIn to gain an anecdotal perspective from HR professionals and organisational

practitioners on HR training programmes and their influence on the employee performance measurement system. LinkedIn was explicitly used to explore contributions to collaborative articles in the areas of “HR training”, "Academic Administration" and "Learning Management", topics closely aligned with the goals of this research. The platform provided an opportunity to gather expert opinions, trends, and experiences from HR professionals and organisational practitioners across various sectors, making it a valuable source of practical data.

3.1 Ethical Considerations and Digital Methodology Justification

This study utilised data from LinkedIn Collaborative Articles that are publicly accessible and professionally oriented. A purposive sampling strategy was used to select responses from HR professionals whose inputs directly addressed the study’s research questions. Only publicly posted responses were included; no personal identifiers beyond professional role and sector were disclosed.

In line with ethical standards for digital research, this study did not require formal consent due to the open-access nature of the platform. Still, it acknowledges the use of self-disclosed content and respects the intellectual contributions of the professionals involved. The research adheres to digital ethnography guidelines, emphasising public discourse analysis without manipulation or interference.

Methodologically, this study follows the principles of netnography, a qualitative research method adapted for analysing social interactions in online environments. Netnography has been increasingly used to explore organisational behaviour, HR trends, and learning practices on professional networks such as LinkedIn. The supporting literature includes Kozinets (2015), Murthy (2018), and Housley et al. (2014), who advocate for the systematic use of online discourse as a credible data source in social science research.

4. Data Collection Process

Data was gathered from LinkedIn's "Learn more about Collaborative Articles" feature, which enables contributions from professionals on emerging HR and performance management issues. Two central themes, Academic Administration and Learning Management, which are the public and private sector domains, are chosen based on their significance. These conversations include knowledge about how training programs are designed, developed, and measured by HR pros who do just that in their organisations. Additionally, these themes provide an opportunity to investigate industry-specific approaches to determine training ROI and its effect on employee performance.

The contributors in these collaborative articles come from diverse institutions and fields, carrying abundant qualitative information. The answers came from professionals who actively manage HR operations, talent development, performance reviews, and organisational learning initiatives, covering different metrics tracked to measure the effectiveness of HR training, such as employee satisfaction, compliance rates, productivity, cost savings, and employee engagement.

4.1 Data Analysis and Categorisation

After collecting responses, the qualitative data were systematically categorised based on the key themes emerging from the discussions. Responses were analysed to identify trends and standard metrics used by HR professionals and organisational practitioners to measure the success of their training programs. The analysis focused on understanding the differences between the public and private sector perspectives on performance improvement metrics. Specifically, the following categories were used:

1. Employee Satisfaction and Engagement: Contributions that discussed how HR training programs affect employee morale, satisfaction, and engagement were categorised under this theme. This category primarily reflects the qualitative measures often found in both sectors, though more prominently in the public sector, where performance outcomes can be harder to quantify.
2. Productivity and Efficiency: This category includes responses on how training enhances employee productivity, reduces operational errors, and improves process efficiency. These metrics are more commonly associated with the private sector, where the emphasis is on ROI and measurable productivity gains.
3. Compliance and Error Reduction: Given the public sector's focus on adherence to regulations and minimising operational errors, this category captured discussions on how HR training is used to ensure compliance with laws, policies, and ethical standards.
4. Cost Savings and Financial Impact: Contributions that focused on the financial outcomes of training programs, such as cost reductions and increased profitability, were categorised here. These responses reflected private sector concerns where HR training is directly linked to financial performance.

4.2 Comparative Analysis

This empirical study leverages LinkedIn as a real-world dataset to analyse how professionals, including HR professionals and organisational practitioners in different sectors, workers, and students, perceive successful training program measurement. The findings evidence similarities and differences in performance measurement practices and increase knowledge of how HR management influences employee performance across different industry settings.

The interpretation of LinkedIn data was conducted by the authors through thematic analysis grounded in qualitative netnographic practices. While efforts were made to accurately reflect the contributors' sector-specific views, the researchers acknowledge their positionality and interpretive role in framing the responses. No direct communication was made with contributors, and the representation of insights is limited by the selective and self-published nature of the content.

5. Results

The following data was collected from a professional HR community on LinkedIn. Participants included HR managers and experts who shared their insights on key operational challenges, such as measuring ROI on training programs, improving workplace adaptability, and fostering communication. The responses were organised into a question-and-answer format for clarity and analysis.

Table 1. Key themes in HR and education with insights from the private and public sectors

Question	Generalised Summary	Illustrative Verbatim Quotes
You are tasked with upskilling HR staff in HR Operations. How do you gauge the ROI of training programs?	ROI is assessed using metrics like performance improvement, cost savings, time efficiency, and employee satisfaction.	"We calculate ROI by tracking post-training productivity. For example, a 15% reduction in processing errors directly impacted our bottom line." — HR Manager, Private Sector – Tech "In the public sector, ROI is less financial. We look at reduction in compliance violations and service delivery consistency." — HR Analyst, Public Sector – Education
How can you enhance workplace adaptability?	Reflect on past experiences to identify patterns, build relevant skills, and develop an adaptable mindset. Engaging with professional networks and applying lessons from past challenges help improve adaptability in dynamic workplaces.	"Adaptability starts with mindset. I encourage my team to reflect on past challenges and extract lessons. We also run monthly scenario workshops to simulate change." - *L&D Manager, Private Sector – Financial Services* "We promote adaptability through cross-functional task forces and ongoing professional development. It is about learning to work within evolving policy frameworks." - *Training Coordinator, Public Sector – Government Administration*

Question	Generalised Summary	Illustrative Verbatim Quotes
How can you prevent misunderstandings and foster open dialogue within your team?	Active listening, setting clear objectives, encouraging open feedback, regular check-ins, and using digital tools such as communication platforms are key strategies to prevent misunderstandings and foster open communication.	"We use digital tools like Slack and Monday.com, but tech alone is not enough. I hold weekly team huddles where everyone is encouraged to raise blockers openly." - *Team Lead, Private Sector – Tech Startup* "Clarity is key. We start every project with a communication charter and assign 'clarity champions' in teams to ensure updates are not lost in translation." - *Project Manager, Public Sector – Health Services*
How do you effectively manage a team of educators as an executive teacher?	Building trust through transparency, setting clear goals, fostering growth through professional development, encouraging innovation, and maintaining an effective communication strategy are critical for managing a team of educators effectively.	"In our private training centre, I empower instructors by involving them in curriculum design and performance reviews. Transparency and shared ownership make the difference." - *Director of Learning & Development, Private Sector – Corporate Training* *"Managing educators in a public university means balancing policy compliance with academic freedom. I focus on mentorship, collaborative planning, and advocating for resources." - Academic Coordinator, Public Sector – Higher Education*

Question	Generalised Summary	Illustrative Verbatim Quotes
How do you decide where to focus your energy when juggling research and lecture preparation?	Prioritise based on deadlines and impact, balance quality between research and teaching, delegate tasks effectively, and reflect weekly on progress to maintain a balance between competing priorities.	"In our L&D team, research means staying ahead of trends—AI, learning analytics, microlearning. I plan lecture sessions around client needs and product timelines."- *HR Learning Specialist, Private Sector – Corporate Training Firm* "In public education HR, I balance academic responsibilities by aligning research with strategic institutional goals and scheduling content delivery during curriculum peaks." - *HR Development Officer, Public Sector – Government Education Authority*"
You are leading a team of educators. How can you foster growth and innovation?	Focus on continuous professional development, provide opportunities for learning through workshops and conferences, encourage creative problem-solving, and reward innovative approaches in teaching and administration.	"We encourage continuous learning by allocating dedicated time for team members to explore new instructional tools and test creative formats without fear of failure."- *HR Business Partner, Private EdTech Company* I foster innovation by initiating peer-learning labs where educators share best practices monthly, supported by structured professional development pathways." - *HR Training Coordinator, Public Sector – Ministry of Education*

Question	Generalised Summary	Illustrative Verbatim Quotes
What are the most effective ways to communicate with teams in a remote work environment?	The most effective ways to communicate in a remote setting include regular check-ins, clear objectives, using collaborative tools such as video conferencing, and fostering a culture of open feedback.	"Daily 15-minute standups via Microsoft Teams have become a cornerstone of our communication—short, structured, and everyone gets to speak." - *HR Manager, Global Tech Firm* "We implemented weekly video check-ins and used collaborative platforms like SharePoint and Trello to maintain transparency and accountability." - *HR Officer, Government Training Authority*
How do you measure the success of remote work policies?	Success can be measured through employee engagement, productivity metrics, team collaboration, and overall work satisfaction. Qualitative feedback through surveys and one-on-one meetings also helps gauge the effectiveness of remote policies.	"We track key performance indicators- KPIs like project completion rates, response times, and team satisfaction surveys. If productivity and engagement are steady or improving, the policy works." - *HR Business Partner, FinTech Company* "Our measure of success includes employee retention, policy compliance, and feedback from monthly pulse surveys. It is about service continuity and team morale." - *HR Specialist, Public Health Department*

Question	Generalised Summary	Illustrative Verbatim Quotes
What challenges do educators face in implementing technology in the classroom?	Challenges include a lack of resources, training gaps, and resistance to new methods. Overcoming these requires targeted professional development, adequate support, and the availability of adaptable technology solutions.	"In corporate training environments, not all employees are tech-savvy. We deal with resistance to learning platforms and lack of consistency in usage across teams."- *L&D Manager, Global Consulting Firm* "Budget limitations and outdated infrastructure are our main barriers. We also face challenges in training faculty and ensuring accessibility for all students."- *HR Coordinator, Ministry of Education*
What are some effective strategies to promote inclusive practices in higher education?	Promoting inclusive practices requires active engagement, setting clear diversity goals, offering training programs on inclusivity, and fostering a supportive environment that celebrates diversity. Peer mentorship and resource allocation are also key.	"We integrate Diversity, Equity, and Inclusion- DEI training into onboarding and leadership development programs. Creating safe spaces for dialogue is key to inclusion in our multinational teams."- *HR Business Partner, Global Tech Company* *"Our institution established diversity committees and runs workshops on cultural sensitivity. Inclusion is not just policy—it has to be practiced at every level."- HR Officer, Public University*

Question	Generalised Summary	Illustrative Verbatim Quotes
How can educators improve student engagement in virtual classrooms?	Educators can improve engagement by using interactive tools, fostering a collaborative environment, encouraging real-time feedback, and personalising learning materials to fit diverse learning styles. Gamification and breakout sessions also help.	"We introduced gamified learning sessions and digital breakout rooms to maintain energy and focus. Allowing flexibility and real-time polling tools has significantly increased participation rates." - *Learning & Development Specialist, EdTech Company* "Student engagement improved when we shifted from lecture-based formats to discussion-driven sessions. Using tools like Padlet and interactive whiteboards helped recreate classroom dynamics virtually." - *HR Officer – Government Training Institute (Public Education Sector)*
You are tasked with addressing budget constraints in higher education. What strategies can you use?	Addressing budget constraints involves reallocating resources, streamlining administrative processes, leveraging technology for cost-saving measures, and seeking alternative funding sources such as grants and partnerships.	"We optimised our training budgets by shifting to microlearning modules and internal knowledge-sharing webinars. These cost less and still provide measurable outcomes." - *HR Business Partner, Private Higher Education Institution* "Our approach was to collaborate with public agencies for shared training programs and secure government grants to support digital resource development. We also reduced physical events and shifted to virtual platforms."- *HR Manager, Public University – Ministry of Education Affiliated*

Question	Generalised Summary	Illustrative Verbatim Quotes
How do you build trust within an academic team during times of uncertainty?	Transparency in communication, regular updates, involving team members in decision-making, and offering support during challenging times are key to building trust. Creating safe spaces for open dialogue also strengthens team cohesion.	"During the organisational restructuring, we prioritised weekly all-hands meetings and anonymous feedback forms. It gave staff a channel to voice concerns and showed we were listening." - *HR Director, Private EdTech Company* "We built trust by ensuring consistent communication from leadership and involving academic staff in committee decisions. Transparency about policy changes was critical." - *HR Officer, Public Higher Education Authority*
How can educators balance teaching and research responsibilities effectively?	Setting clear priorities based on deadlines and long-term goals, using time management techniques, delegating tasks, and seeking administrative support when necessary can help balance teaching and research effectively.	"We use workload allocation models that are agreed upon by faculty. HR ensures teaching loads are manageable to allow research days, especially near grant deadlines." - *HR Business Partner, Private University Network* "Balancing both requires clear planning. We introduced protected research hours and automated timetabling to reduce ad hoc teaching disruptions."- *HR Manager, National Public University*

Question	Generalised Summary	Illustrative Verbatim Quotes
How do you foster innovation within an academic institution?	Encouraging collaboration across departments, providing resources for experimentation, rewarding creative initiatives, and fostering a culture of continuous improvement are essential for fostering innovation in academic institutions.	"We incentivise innovative teaching by linking it to performance appraisals and offer seed grants for faculty-driven pilot projects." - *HR Director, Private Higher Education Institution* "In the public system, we launched cross-departmental working groups with HR facilitation to brainstorm tech-enabled course redesigns and service improvements." - *HR Development Officer, Government-Affiliated University*
What are the best ways to manage communication breakdowns in a team?	To manage communication breakdowns, foster a culture of active listening, provide clear channels for feedback, ensure regular check-ins, and encourage team members to address misunderstandings directly and promptly. Digital tools can also help.	"We adopted a policy of mandatory weekly syncs, and HR mediates if miscommunication persists. We also use Slack to centralise project threads." - *HR Business Partner, Tech Startup* "In our department, we hold monthly townhalls and have anonymous suggestion boxes. HR plays a neutral role in addressing recurring communication issues." - *HR Coordinator, Public Education Ministry*

Question	Generalised Summary	Illustrative Verbatim Quotes
What strategies do you use to foster personal development in a team?	Personal development is fostered by offering tailored feedback, setting clear goals, providing opportunities for learning, and maintaining regular check-ins. Encouraging autonomy and celebrating successes also motivate individuals.	"We implemented individual growth plans during annual reviews. Employees select workshops relevant to their roles, and we support with funding when possible." - *HR Development Officer, Government Education Department* "We implemented individual growth plans during annual reviews. Employees select workshops relevant to their roles, and we support with funding when possible." - *HR Development Officer, Government Education Department*
What are the key indicators of employee satisfaction in a remote working environment?	Indicators include work-life balance, flexibility in work hours, clarity in communication, team collaboration, and access to necessary tools and support. Regular employee feedback surveys can also provide insights into satisfaction levels.	"We run quarterly pulse surveys focused on work-life balance, autonomy, and tech support. Consistent satisfaction with communication tools and flexibility is a strong indicator." - *HR Director, Fintech Startup* "For us, satisfaction is measured through engagement in virtual town halls, reduced sick leave, and positive comments in annual climate surveys." - *Senior HR Consultant, Municipal Government Office*

Question	Generalised Summary	Illustrative Verbatim Quotes
What are the challenges in maintaining employee engagement during remote work?	The key challenges include communication gaps, feelings of isolation, lack of clear objectives, and difficulty in team collaboration. Addressing these requires regular virtual check-ins, team-building activities, and clear goal setting.	"One major challenge is keeping employees emotionally connected to the company culture. Without in-person interaction, we have had to reinvent how we keep people engaged virtually." - *HR Business Partner, E-Commerce Firm* "Remote work has led to disengagement, especially among older employees unfamiliar with tech. We have seen a drop in participation in non-mandatory online sessions." - *HR Specialist, Government Training Authority*
What are the best practices for improving performance in a remote working team?	Best practices include setting clear and measurable goals, providing regular feedback, fostering a sense of community through virtual meetings, and ensuring access to necessary tools and resources for productivity.	"We set weekly Objectives and Key Results- OKRs and hold biweekly check-ins to maintain accountability. Performance reviews now include peer feedback collected through our internal platform." - *Talent Development Manager, Fintech Company* "Clear task delegation and digital support channels helped maintain performance remotely. We also introduced a buddy system to ensure no one felt isolated or unsupported." - *HR Officer, National Health Agency*

Question	Generalised Summary	Illustrative Verbatim Quotes
How can HR effectively measure the ROI of employee training programs?	ROI can be measured through improvements in employee performance, reductions in hiring and turnover costs, time savings in routine operations, and increases in employee satisfaction and engagement. Compliance and error reduction are also key metrics.	*"To demonstrate training ROI, we correlate post-training performance metrics with business KPIs—like reduction in processing errors or increased sales per employee. This links training directly to operational outcomes." - HR Business Partner, IT Services Company* *"In the public sector, we measure ROI through improvements in compliance, reduced repeat mistakes, and qualitative feedback from service departments. It is less about money and more about service consistency." - HR Development Officer, Municipal Government Agency*
What strategies can you use to prevent communication barriers in a growing team?	Strategies include fostering active listening, encouraging open feedback, setting clear and concise communication goals, and utilising digital tools like project management software for clear task delegation and follow-up.	*"As our team expanded across regions, we adopted structured updates using project tracking tools and held biweekly alignment meetings to keep everyone in sync. Clear expectations are crucial." - HR Operations Lead, Fintech Startup* *"We focus on inclusive communication by ensuring all departments have representation in key meetings and feedback loops. Avoiding silos and ensuring clarity are essential as we grow." - HR Manager, Government Education Authority*

Source: authors' own creation.

The answers provided in the table are summaries based on the collective responses of multiple participants. Each question received several inputs, and the key themes, strategies, or metrics consistently mentioned across various responses were synthesised. Instead of presenting each response separately, the common ideas were synthesised into a cohesive and concise answer. The aim was to capture the overall sentiment and suggestions of the participants without overwhelming the reader with redundant or overly detailed information. This ensures that the answer would be relevant in various HR or educational contexts. However, to strengthen authenticity, credibility, and academic rigor, we present the key questions alongside generalised insights followed by verbatim contributions (with anonymised roles and industries). This blended format retains readability while grounding the findings in real voices from the field.

This approach was used as presenting each response individually would be too lengthy and repetitive. A summary helps focus on actionable insights. Moreover, for conciseness, the goal is to provide clear, practical guidance based on the collective knowledge of professionals. Furthermore, for relevance, by combining similar ideas, a more universally applicable answer can be presented.

The analysis of LinkedIn data reveals distinct differences in how HR training is evaluated in the private and public sectors. These insights shed light on the varying priorities and metrics used in each sector to assess the effectiveness of training programs.

5.1 Private Sector: Emphasis on ROI, Productivity Improvements, and Cost Savings

In the private sector, the primary focus is on quantifiable outcomes such as Return on Investment (ROI), productivity improvements, and cost savings. HR professionals and organisational practitioners from this sector consistently highlighted the need to demonstrate financial returns from training initiatives, linking the success of HR training programs to measurable business outcomes.

For example, an HR assistant manager, Global Operations at LCI Group, emphasised tracking metrics like employee performance improvement, cost reductions related to turnover, and the time saved by HR staff due to enhanced skills post-training (LinkedIn Data). Similarly, a Business Development Executive, MEAN and MERN Stack Developers, highlighted measuring productivity gains and reduced error rates as critical components of HR training success (LinkedIn Data). The overarching goal in the private sector is to ensure that training contributes directly to improved operational efficiency, higher employee output, and tangible cost reductions.

Moreover, a Strategic HR and talent acquisition leader emphasised the importance of converting training outcomes into financial terms to assess ROI. Private sector organisations can quantify the value of HR programs by tracking productivity gains, error reduction, and employee engagement before and after training (LinkedIn Data).

These responses demonstrate that private sector organisations are driven by performance metrics that reflect the company's bottom line. Training success is evaluated through increased productivity, reduced costs, and improved efficiency, all of which contribute to maximising ROI.

5.2 Public Sector: Focus on Compliance, Error Reduction, and Service Quality Improvements

In contrast, HR professionals and organisational practitioners in the public sector emphasise compliance, error reduction, and service quality improvements when assessing HR training programs. The public sector's goals are often more service-oriented and compliance-driven, which shifts the focus away from financial metrics and towards qualitative improvements.

An Administrative Management and HR Professional pointed out that improved compliance and reduced operational errors are critical outcomes for HR training in the public sector. The nature of public sector operations requires adherence to legal and regulatory standards, making compliance a key metric for evaluating the success of training programs (LinkedIn Data).

An Assistant Manager HR Global Operations at LCI Group also recognised the importance of compliance and error reduction in sectors where regulatory adherence is crucial. She stressed that reductions in compliance violations and operational mistakes are valuable indicators of training effectiveness in government and other public sector organisations (LinkedIn Data).

The public sector's approach to HR training success emphasises adherence to regulations, minimising errors, and improving service delivery. Unlike the private sector, where financial metrics dominate, public sector organisations prioritise operational efficiency and service quality, which are critical to fulfilling their mandates.

5.3 Comparison of Approaches: Private versus Public Sector

The comparison between the two sectors reveals significant differences in how HR training is linked to performance measurement.

In the private sector, success is primarily measured by financial outcomes. ROI, productivity gains, and cost savings are the primary indicators of training effectiveness, and professionals are more likely to use data-driven approaches to convert these outcomes into quantifiable metrics. The focus is on optimising resources, improving productivity, and justifying the financial investment in training.

In the public sector, the focus shifts towards compliance, service quality, and operational improvements. Metrics such as reduced compliance violations and error rates are critical in ensuring organisations meet their legal obligations and efficiently deliver public services. Here, qualitative outcomes such as employee satisfaction and service delivery improvements also play a significant role in determining the success of HR training programs.

Ultimately, while both sectors value improved performance, their priorities reflect their differing operational goals. The private sector's emphasis on financial metrics contrasts with the public sector's focus on regulatory adherence and quality improvements, demonstrating how the organisation's context shapes its approach to performance measurement following HR training initiatives.

6. Discussion

The insights gathered from LinkedIn professionals shed light on how measuring HR training program effectiveness is challenging because many qualitative objectives, such as employee satisfaction, engagement, and compliance, are challenging to evaluate. While quantitative metrics like productivity and cost savings are easier to measure and translate into financial terms, many professionals struggle to capture the full impact of HR training on intangible outcomes that significantly affect organisational performance.

6.1 Challenges in Measuring Qualitative Outcomes

A recurring theme in the LinkedIn discussions is the difficulty of quantifying qualitative metrics such as employee satisfaction and engagement, which are often cited as critical indicators of HR training success. For instance, the Assistant Manager HR Global Operations at LCI Group mentioned using employee satisfaction surveys to gauge the success of training programs. However, such metrics are often subjective and more complex to link directly to performance improvements (LinkedIn Data).

This challenge is consistent with findings in existing literature. Migone and Howlett (2024) argue that, while employee satisfaction and engagement are key drivers of performance, measuring their direct impact on financial outcomes is complex and often requires more nuanced tools. Traditional performance measurement systems tend to prioritise quantifiable outcomes like productivity and cost savings, leaving a gap in effectively evaluating the more qualitative aspects of training programs. This disconnect poses a significant challenge for HR professionals and organisational practitioners, especially in organisations where employee engagement and satisfaction are critical for long-term success but difficult to track in a measurable, repeatable way.

6.2 Comparing Theoretical Frameworks with Practical Challenges

In comparing the practical challenges identified by LinkedIn professionals with existing theoretical frameworks, several key issues emerge. The Balanced Scorecard is often used in the private sector to link non-financial performance metrics, such as employee satisfaction, to broader financial goals (Lyalikov, 2023). However, as highlighted in the LinkedIn data, translating qualitative improvements into measurable financial outcomes is a persistent challenge.

The New Public Management (NPM) framework (Hood, 1991) emphasises efficiency, accountability, and service delivery in the public sector, where

compliance and service quality are key priorities. However, professionals noted difficulties in capturing improvements in service quality and compliance metrics, especially when these outcomes are not directly linked to financial performance (LinkedIn Data), making it harder to assess the return on investment for HR training programs (Thusi et al., 2023).

Another practical challenge identified in both sectors is the resource limitations of HR departments. In the private sector, where financial returns are the focus, HR professionals and organisational practitioners struggle to justify the cost of training programs when the ROI is not immediately apparent (LinkedIn Data). Similarly, in the public sector, limited resources make it difficult to implement comprehensive training programs, and the emphasis on compliance often diverts attention from other valuable but harder-to-measure outcomes like employee engagement or satisfaction.

6.3 Sector-Specific Issues: Private versus Public Sector

The data also reveals significant sector-specific issues related to evaluating HR training. In the private sector, the emphasis on cost-effectiveness is a dominant concern. Professionals highlight the need to track productivity improvements, cost savings, and error reductions as part of measuring the success of HR training programs (LinkedIn Data). This focus aligns with the literature, which points out that private sector organisations often view HR training as an investment that must deliver financial returns through increased productivity or reduced operational (Kucherov & Manokhina, 2017).

Conversely, in the public sector, the focus shifts towards compliance and service quality improvements. Reducing compliance violations and enhancing service delivery are critical metrics for evaluating HR training in government and other public organisations (LinkedIn Data). This finding is consistent with public administration literature, which suggests that while compliance and efficiency are central to performance measurement in the public sector, they are harder to link to financial outcomes, making ROI a less appropriate metric (Thusini et al., 2023).

The challenges in both sectors underscore the need for more tailored performance measurement systems that can account for each sector's unique priorities. While the private sector can rely more heavily on financial metrics, the public sector must develop systems prioritising qualitative improvements like service delivery and compliance, even when these are harder to quantify. Recent research has proposed leveraging artificial intelligence to improve performance measurement design in education, a strategy that may be extended to business and public service contexts for more dynamic and individualised evaluations (Alakoum et al., 2024).

The practical challenges identified by LinkedIn professionals reflect broader difficulties in aligning HR training outcomes with performance measurement systems, particularly regarding qualitative metrics. The private and public sectors face distinct challenges based on their operational goals. The private sector emphasises financial returns, while the public sector prioritises compliance and service quality, each requiring different approaches to measuring the success

of HR training. Organisations must develop more nuanced and sector-specific performance measurement systems that account for quantitative and qualitative outcomes to bridge the gap between theory and practice.

7. Challenges and Recommendations

Analysis of LinkedIn data reveals several key challenges organisations face in linking HR training to performance measurement systems. These include insufficient metrics, particularly for qualitative outcomes like engagement and satisfaction, a lack of long-term tracking mechanisms, and resource constraints that limit the effectiveness and scope of training initiatives.

7.1 Key Challenges

Organisations across sectors face persistent barriers that hinder their ability to fully capture the impact of HR training. These challenges highlight the need for improved evaluation methods and longer-term strategic thinking.

- *Insufficient Metrics:* Organisations struggle to measure qualitative outcomes effectively, especially in the public sector.
- *Lack of Long-Term Tracking:* Most evaluations focus on immediate results, neglecting long-term impacts like retention or sustained performance.
- *Resource Constraints:* Both sectors face budgetary and operational limitations, affecting training implementation and outcome tracking.

7.2 Recommendations

To address these challenges, targeted strategies must be implemented that align with the specific needs and priorities of the public and private sectors must be implemented. Effective solutions will require a combination of measurement innovation, strategic investment, and integration with broader performance systems.

- *Improve Metrics:* Develop better qualitative evaluation tools in the public sector and use advanced data analytics in the private sector to enhance ROI assessments.
- *Implement Long-Term Tracking:* Establish systems to monitor employee development over time through regular assessments and feedback.
- *Address Resource Constraints:* Public organisations should adopt low-cost, targeted, and digital training solutions, while private companies should embed training metrics into broader performance management frameworks.

7.3 Potential Solutions

Building on the recommendations, the following sector-specific approaches offer actionable steps to overcome current barriers. These strategies are designed to support more meaningful assessments and ensure HR training investments yield long-term value.

- For the Public Sector: Build tools to measure qualitative outcomes like compliance and engagement through surveys and peer reviews.
- For the Private Sector: Use big data and machine learning to track productivity, cost savings, and training ROI in real time.

To effectively align HR training with performance measurement, organisations must adopt sector-specific strategies. Public institutions should focus on qualitative evaluation and long-term tracking, while private firms should leverage data analytics to enhance financial impact assessments. Tailored approaches will enable sustained and measurable improvements in employee performance across both sectors.

8. Conclusions

The analysis of LinkedIn data offered valuable insights into how HR training programs impact performance measurement systems across the public and private sectors. HR professionals' and organisational practitioners' real-world examples illustrate organisations' varied strategies to evaluate training effectiveness. The private sector focuses on return on investment (ROI), productivity gains, and cost efficiency. In contrast, public sector organisations emphasise regulatory compliance, error reduction, and improvements in service quality. Despite these differing priorities, the data reveals a shared challenge across sectors: effectively linking training outcomes to performance metrics, particularly regarding qualitative factors such as employee satisfaction and long-term engagement.

The insights drawn from LinkedIn data support established theoretical models, such as the Balanced Scorecard in the private sector and New Public Management in the public sector, and also reveal notable discrepancies between these frameworks and the practical challenges faced by HR professionals and organisational practitioners. These gaps are especially evident in the difficulty of evaluating qualitative outcomes, the absence of long-term tracking mechanisms, and resource limitations that restrict the scale and assessment of training initiatives. Addressing these shortcomings can enable organisations to more effectively align their HR training programs with performance measurement systems, fostering measurable and sustained improvements in employee performance.

Future research should aim to develop more robust performance measurement systems that integrate both quantitative and qualitative metrics. In particular, there is a need to explore innovative methodologies for assessing intangible outcomes such as employee satisfaction and engagement, alongside the creation of cost-effective evaluation tools tailored to the public sector. Furthermore, applying advanced data analytics offers significant potential for improving the private sector's return on investment (ROI) measurement. Research would contribute to a more nuanced understanding of how HR training can be strategically optimised to meet the distinct needs of public and private organisations, thereby enhancing the effectiveness of performance measurement systems overall.

This paper provides a practical, comparative analysis of HR training programs' role in evaluating employee performance. It highlights the value of cross-sector knowledge exchange. It underscores the importance of designing performance measurement systems that are responsive to the distinct priorities and challenges of the public and private sectors.

Limitations of the Study

The study acknowledges certain limitations inherent in the use of LinkedIn-sourced data. While contributors were not directly selected or recruited, their insights were collected through keyword-based searches on public collaborative articles. Each contribution was publicly attributed to identifiable professionals whose LinkedIn profiles provided occupational roles and sectoral affiliations (e.g., HR Manager in private healthcare, HR Analyst in a public university). However, limitations include potential industry bias due to the platform's user demographics, variation in response depth, and a lack of standardised demographic data such as geographic location or years of experience. These constraints limit the generalisability of the findings, yet the study benefits from rich, real-world perspectives that offer contextual understanding of HR training and performance measurement across sectors.

As with all netnographic research, the data analysed here is not intended to be statistically representative. Instead, it offers rich, context-specific insights derived from professionals who chose to publicly contribute to HR-themed discussions. The findings should be interpreted as exploratory and indicative rather than conclusive.

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