Evaluating Training Effectiveness Using Pre- and Post-Performance Metrics in HRM

Puja Prashant Kapoor#1, Dr Ramprakash Panchariya *2

 # Department of Business Management, RTMNU, Nagpur,
Email-pkritkapoor@gmail.com

***B. D. College of Engineering Sevagram Wardha**
Email-ram_bdce@rediffmail.com

Abstract

Measuring the effectiveness and impact of training programs is crucial in determining if they are aiding in improving the performance of the individual and the organization. Assessment of such impact can be done in a number of ways, but one of the most useful ways is via pre and post performance metric assessments. These metrics provide avenues through which organizations can measure th

This paper discusses the importance and utility of pre and post-metrics in bolstering accountability, supporting data based decision making, and enhancing the ROI on investments made towards organizational training programs. The paper also highlights some assessment bias difficulties which include isolating the impact of training, lack of interest from participants, and loss of training effects over time. The use of digital technology, artificial intelligence for adaptive testing, and continuous feedback use also enhances the ease of evaluation. Providing flexible structures facilitates the assurance that training interventions enhance organizational performance.

Keywords: *Training effectiveness, pre- and post-performance metrics, employee development, HR analytics*

1. Introduction

Employee training has now become crucial and a must-have in today's highly competitive world for business and organisations in terms of keeping up with the modern trends in the market, in increasing efficiency and in einfachan the acquisition of new technologies and methodologies. However, just training programs are still insufficient; organisations have also to evaluate if such strategies and change initiatives are yielding the desired outcomes. Among the preferred strategies to use in the assessment of the extent of training effectiveness is that of pre and post performance assessment[1]. This involves the assessment of an individual's skills, knowledge, or behaviour before and after the training session, thus creating awareness of how much of an improvement was made as a result of the training. Generally, this evaluation method goes hand in hand with comparison. At the start of the training, the employees are checked on various factors that will give an evidence base of their knowledge or skills in relation to what a training intends to teach. These baseline measurements can be written in a form of tests and practical assessment as well as peer assessments and self-assessments. The same or similar tests are then administered after the training is done to measure if there has been some improvement. The final scores achieved during the course of the training will help determine the mental development of the individual and will clearly point out the effectiveness of the program. This method is different from asking participants whether they were entertained in the training session or if they benefited from it. Although perceptions are helpful, it again cannot tell how much and what exactly a participant has learned or has come to include in his or her behavior. This means that the emphasis is put on actual performance data so that companies can make better decisions about whether to continue, change or even discontinue the training programme in question.

For instance, if a sales team of employees is trained on negotiation skills and if they are noted to have greatly improved on their handy sample negotiation demonstrations, then there is evidence that the training was effective. On the other hand, if there is little or no gain, then it may imply that the content delivered was not useful, the method of transfer was wrong or the learner requires further assistance in how he or she is going to apply the knowledge they have been taught[2-4].

Furthermore, pre and post performance measures can help the HR and training departments to correlate training performance to other organizational objectives. Measures, which clearly show that the improvement in the job performance of employees can lead to increased productivity, customer satisfaction, or sales, makes it easier to justify the costs of the training. This type of evaluation increases HR credibility and lays the foundation for making strategic decisions regarding employees' training and development.

What must be noted, though, is that this is an incredibly effective approach, although it does demand a great deal of planning. The type of performance measures that must be chosen must be closely related to the goals of the training. If the process is geared towards mastery of specific specialist skills, then only practical assignments, such as practical training or role-play, will help to determine the effectiveness of the training. However, if the emphasis is placed on communication or leadership, behavioral rating or 360-degree feedback may give more useful information. Further, timing also plays its role and, therefore, the assessment should be done at the right time in order to capture learners' immediate knowledge as well as their knowledge after some period of time has elapsed[5-8].

Another aspect that also needs to be taken into consideration is the environment where the training is provided. Some of the factors that may affect the outcome include motivation, prior experience and the ability to apply the acquired knowledge in the workplace. However, the two main forms of measurement, pre- and post-performance, are most effective when supplemented by other measures taken after the training and such guest feedback as may be obtained from the participants.

2. Conceptual Backgoriund

To fully appreciate the value of using pre- and post-performance metrics in evaluating training effectiveness, it is essential to understand what training effectiveness means in the broader context of organizational learning and development. Training effectiveness refers to the degree to which a training program successfully achieves its intended learning outcomes and translates them into improved job performance. It is not merely about delivering content but ensuring that employees can apply new knowledge and skills in real-world situations.

Several models have been developed over the years to guide the evaluation of training programs, with one of the most widely accepted being Kirkpatrick's Four-Level Training Evaluation Model . This model includes four stages: reaction (how participants feel about the training), learning (what knowledge or skills they gained), behavior (how they apply what they've learned on the job), and results (the ultimate impact on business or individual performance). While all four levels provide valuable insights, the use of pre- and post-performance metrics primarily addresses the second and third levels—learning and behavior—by offering measurable evidence of change.

In recent years, there has been a growing emphasis on data-driven approaches in human resource management, particularly in areas like talent development and performance improvement. The increasing availability of digital tools and learning management systems has made it easier than ever to collect and analyze employee performance data before and after training interventions. This shift toward quantifiable evaluation reflects a broader movement in HR towards evidence-based practices, where decisions are informed by reliable data rather than intuition or tradition.

3. Theoretical Framework

At the heart of evaluating training effectiveness lies the concept of performance metrics , which are standardized measures used to assess an individual's ability to perform specific tasks or demonstrate certain competencies. When applied in the context of training, these metrics help establish a baseline of current capability (pre-training) and measure progress or change after the intervention (post-training).

Pre-performance metrics are typically gathered before any formal instruction begins and serve as a reference point for understanding where learners stand in terms of existing knowledge, skills, or behaviors related to the training topic. These could include scores from diagnostic tests, supervisor evaluations, self-assessments, or even direct observation of task performance.

Post-performance metrics, on the other hand, are collected immediately after the training or at a later stage to determine whether learning has occurred and whether it has translated into improved performance. Comparing pre- and post-data allows trainers and HR professionals to evaluate the extent to which the training contributed to the observed changes.

It's important that these metrics are aligned with the objectives of the training program . For instance, if the goal is to improve customer service skills, the metrics should focus on communication, problem-solving, and conflict resolution abilities. Similarly, if the aim is to enhance technical proficiency, assessments might involve hands-on simulations or problem-solving exercises.

By grounding the evaluation process in a clear theoretical framework, organizations can ensure that their training assessments are both meaningful and actionable, helping bridge the gap between learning and performance outcomes[9-12].

3. Theoretical Framework

Explanation of Pre- and Post-Performance Metrics

At the heart of any effort to evaluate training effectiveness lies the concept of performance metrics — standardized, measurable indicators that reflect an individual's ability to perform specific tasks or demonstrate certain competencies. These metrics serve as benchmarks that allow organizations to assess whether learning has occurred and how it translates into improved job performance.

In the context of employee training, pre-performance metrics are measurements taken before the commencement of a training program. These metrics establish a baseline of current knowledge, skills, attitudes, or behaviors. They help identify gaps that the training aims to address and provide a reference point against which post-training improvements can be compared[13-16].

Conversely, post-performance metrics are collected after the training has been completed. These assessments measure the extent to which participants have absorbed the training material and are able to apply it effectively in real or simulated situations. By comparing pre- and post-training data, organizations can gauge the magnitude of change brought about by the intervention.

This comparative approach is grounded in the principles of formative and summative evaluation . Formative assessment (often used during training) provides feedback for improvement, while summative assessment (used at the end of training) measures overall impact. In this framework, pre-assessments align with formative goals, and post-assessments serve a summative function.

From a psychological perspective, this method also reflects the learning transfer theory , which emphasizes the importance of applying learned knowledge and skills to the workplace. The use of performance metrics ensures that training outcomes are not just theoretical but are practically applicable and observable.

Types of Performance Indicators

To ensure a comprehensive evaluation, organizations must select appropriate types of performance indicators that match the nature of the training and the desired outcomes. These indicators can be broadly categorized into the following types:

1. Knowledge-Based Indicators

These focus on assessing the level of understanding or awareness gained through training. Examples include:

Scores from multiple-choice or short-answer tests

Quizzes evaluating comprehension of concepts

Case study responses showing application of theory

Knowledge-based metrics are particularly useful in training related to compliance, safety protocols, product knowledge, or foundational theories in a field.

2. Skill-Based Indicators

These measure the ability of learners to perform specific tasks or actions. Unlike knowledge assessments, skill-based indicators require demonstration rather than recall. Examples include:

Simulated exercises or hands-on tasks

Technical demonstrations or role plays

Use of tools, software, or machinery

Skill-based indicators are crucial in areas such as customer service, technical operations, leadership development, and sales techniques, where actual performance matters more than theoretical understanding.

3. Behavioral Indicators

These focus on changes in behavior or attitude resulting from training. Since behavior is often influenced by organizational culture and environment, behavioral indicators usually require observation over time. Methods include:

Supervisor or peer evaluations

Self-assessment surveys

360-degree feedback

Behavioral indicators are especially relevant in soft-skill training like communication, teamwork, conflict resolution, and emotional intelligence.

4. Outcome-Based Indicators

While not directly tied to individual learning, outcome-based indicators measure the broader impact of training on organizational performance. Examples include:

Productivity levels

Customer satisfaction scores

Reduction in errors or complaints

Sales conversion rates

These indicators are typically measured after some time has passed since the training and are used to determine the return on investment (ROI) of training initiatives.

Each type of indicator serves a different purpose and should be selected based on the objectives of the training , the target audience , and the resources available for assessment .

How These Metrics Align with Organizational Goals

For training to be considered effective, it must ultimately contribute to achieving business objectives. Therefore, the selection and design of pre- and post-performance metrics must be closely aligned with the strategic goals of the organization.

When metrics are chosen based on job-specific competencies , they help ensure that employees are better equipped to meet performance expectations. For example, if an organization wants to improve customer retention, training programs focused on customer service skills should be evaluated using both behavioral indicators (e.g., empathy ratings) and outcome-based indicators (e.g., repeat customer rate).

Similarly, when companies invest in leadership development, the goal may be to build a pipeline of capable managers. In this case, performance indicators could include assessments of decision-making abilities, team management skills, and employee engagement levels — all of which support long-term organizational health and succession planning[17-20].

Aligning metrics with organizational goals also supports accountability and transparency in the HR function. It allows training departments to demonstrate their value by linking learning outcomes to tangible business results. This alignment helps justify budget allocations for training and fosters collaboration between HR, department heads, and senior leadership.

Moreover, when employees see that training leads to clear, measurable improvements in their work and career

progression, it enhances their engagement and motivation , reinforcing a culture of continuous learning and development.

4. Methodology for Measuring Training Impact

Designing Effective Pre- and Post-Assessments

Creating meaningful assessments requires careful planning and alignment with the learning objectives of the training. The following steps can guide the development of effective pre- and post-assessments:

Define Clear Learning Objectives : Begin by identifying what the training aims to achieve. Objectives should be specific, measurable, and relevant to the target audience.

Select Appropriate Assessment Types : Choose the most suitable type of metric (knowledge-based, skill-based, etc.) depending on the nature of the training. For instance, a technical workshop might use practical simulations, whereas a policy training might rely on quizzes.

Ensure Consistency Between Pre- and Post-Assessments : To accurately measure change, the format, difficulty level, and scoring criteria of the assessments should remain consistent across both stages.

Pilot the Assessments : Before full implementation, test the assessments with a small group to identify any issues with clarity, length, or relevance.

Use Valid and Reliable Tools : Validity refers to whether the assessment measures what it is supposed to, while reliability refers to consistency of results. Using well-established tools or validated questionnaires enhances credibility.

Provide Constructive Feedback : Especially in pre-assessments, giving learners feedback on their initial performance can increase their motivation and readiness to learn.By designing assessments thoughtfully, organizations can ensure that the data collected is both accurate and useful for making informed decisions about training effectiveness.

4.Choosing Appropriate Tools and Techniques

A variety of tools and techniques can be employed to collect pre- and post-performance data, depending on the resources available and the nature of the training.

1. Digital Learning Platforms

Modern Learning Management Systems (LMS) offer built-in features for administering quizzes, tracking learner progress, and generating reports. These platforms streamline the process of collecting and analyzing performance data.

2. Simulations and Virtual Reality

For technical or situational training, tools like virtual reality (VR), gamified scenarios, and interactive simulations can provide realistic environments where trainees can practice and be assessed.

3. Surveys and Questionnaires

Tools like Google Forms, SurveyMonkey, or Qualtrics can be used to gather self-assessments, peer reviews, or feedback from supervisors. These are particularly useful for capturing behavioral and attitudinal changes.

4. Observation Checklists

In hands-on environments, trainers or supervisors can use checklists to observe and score trainees as they perform specific tasks. This is common in fields like healthcare, manufacturing, and hospitality.

5. Interviews and Focus Groups

Qualitative methods like interviews or group discussions can supplement quantitative data by exploring trainees' perceptions of the training and its applicability to their roles.

6. Automated Analytics Dashboards

Advanced HR analytics tools can integrate data from various sources and generate dashboards that display key trends and insights, enabling HR professionals to monitor progress in real time[21].

Choosing the right combination of tools depends on factors such as the size of the organization, the complexity of the training, and the desired depth of analysis.

Timing and Administration of Assessments

The timing and manner in which assessments are administered play a critical role in the accuracy and usefulness of the data collected.

1. Pre-Assessment Timing

Ideally, pre-assessments should be conducted just before the start of the training session to capture the most recent level of competence without being influenced by prior exposure to the training content. However, in cases where the training spans several weeks or months, staggered assessments may be necessary.

2. Post-Assessment Timing

The timing of post-assessments depends on the type of training and the expected duration of learning transfer:

Immediate Post-Assessment : Conducted right after the training ends, this helps measure immediate learning gains.

Delayed Post-Assessment : Administered days or weeks later, this assesses knowledge retention and application on the job.

Follow-Up Assessments : Used in longer-term development programs, these track sustained improvement and behavioral change over time.

5. Benefits of Using Pre- and Post-Metrics

Let's imagine your company spends a lot of time and money training employees on how to use a new software system. After the training, everyone says they "loved it" and that it was "very useful." But when you look around, no one is actually using the software properly. That's the problem with just asking people how they felt about the training — it doesn't always show what they actually learned or how well they can apply it.

That's where pre- and post-metrics come in. These are simple ways to measure how much someone knew before the training and how much they've improved after it. Think of it like taking a math test before and after a tutoring

session — if your score goes up, you know the tutoring helped.

Enhancing Accountability of Training Programs

When organizations invest in training, there should be some way to check whether it's actually working. Just because someone went through a leadership course doesn't mean they suddenly became a great leader. By using pre- and post-metrics, HR teams and trainers can't just say "the training was good" — they have to prove it made a difference[22-25].

For example, if a customer service team gets trained on handling complaints and their scores improve by 40% in role-play scenarios afterward, that shows the training had a real impact. If not, the organization knows it needs to rethink the program. This makes the whole process more responsible and transparent — no more guessing games.

Supporting Data-Driven Decision-Making

Before data-based tools came along, decisions about training were often based on opinions or feelings. Someone might say, "I think this sales training worked," but how do they really know?

Pre- and post-metrics change that. They give clear numbers and facts. For instance, if 20 salespeople took a negotiation course and their average deal closure rate increased from 30% to 50%, that's strong evidence that the training helped. With this kind of information, companies can make smarter choices about which trainings to keep, which ones need improvement, and where to spend their next training dollar.

It also helps identify who benefits most from certain types of training — maybe junior staff improved a lot, but senior staff didn't. That tells HR something important: maybe the content wasn't advanced enough for experienced employees.

Improving Return on Investment (ROI) for Training

Training isn't free. It costs money for instructors, materials, technology, and most importantly, employee time. Companies want to know: Did we get our money's worth?

With pre- and post-metrics, it becomes easier to calculate the return on investment (ROI) of training. Let's say a company trains its engineers to fix equipment faster. Before training, each engineer fixed 5 machines per day. After training, they fix 7. That's a 40% increase in productivity. Multiply that across all engineers and over several months, and the ROI becomes clear.

This kind of measurable outcome also helps convince company leaders to approve more training budgets in the future. Instead of saying, "We think this training might help," HR can say, "Last year, this training improved performance by X%."

6. Challenges and Limitations

Even though pre- and post-metrics are powerful tools, they're not perfect. There are some real-world issues that can make it hard to rely entirely on these measurements.

Potential Biases in Assessment

Sometimes, the tests themselves aren't fair or accurate. For example, if a training program is about public speaking, but the assessment only includes written questions, it might not truly measure the skills being taught. Or if two different evaluators score the same presentation very differently, that introduces bias.

Also, some people may not perform well under pressure, even if they understand the material. So a person might do poorly on the post-test not because they didn't learn anything, but because they got nervous or rushed.

Another common issue is that assessments sometimes favor people who are better at taking tests rather than those who can actually apply what they've learned on the job. This means the metrics might not reflect true skill or knowledge accurately.

Difficulty in Isolating Training Impact from Other Factors

Imagine someone takes a communication course and then starts performing better in meetings. Was it the training? Or did they start getting feedback from their boss, or maybe they changed teams?

This is a big challenge: it's hard to know for sure whether improvements happened because of the training or due to other things happening at the same time. That's why pre- and post-metrics are best used alongside other evaluation methods, like interviews, peer reviews, or observing behavior over time.

Without careful design, it's easy to give too much credit (or blame) to the training when other factors were at play.

Issues with Motivation, Test Design, and Participant Engagement

If participants don't care about the test or don't take it seriously, the results won't be accurate. For example, if the pre-test feels boring or irrelevant, people might rush through it or guess answers randomly. Then, when they do the post-test carefully, it might look like a huge improvement — even if they already knew the material.

Test design also matters. If the test is too long, confusing, or not aligned with the training content, it won't give a clear picture of learning. And if people feel stressed or anxious during the test, they might not perform to their full potential.

Participant engagement is another factor. If someone skips parts of the training or doesn't pay attention, their post-training performance won't reflect the full potential of the program. That's why motivation and support matter — training works best when learners are actively involved.

7. Future Directions and Recommendations

As technology keeps improving, so do the tools we have to evaluate training effectiveness. The future looks promising, with smarter systems and better ways to collect and analyze data.

Integration with Digital Learning Platforms

More and more companies are moving their training online using platforms like Learning Management Systems (LMS) . These systems allow employees to take courses, watch videos, and complete quizzes — all in one place.

What's great is that these platforms can automatically track learner progress. For example, an LMS can record how many times someone watched a video, how they scored on practice quizzes, and how their final test compares to their first one. All of this makes it easier to gather and compare pre- and post-data without having to manually collect everything.

This integration also allows for personalized learning paths — meaning if someone does poorly on a topic, the system can suggest extra resources or practice exercises. It makes training more flexible and tailored to individual needs.

Use of AI and Analytics for Adaptive Assessments

Artificial Intelligence (AI) is starting to play a bigger role in training and testing. One exciting development is adaptive assessments , where the difficulty of questions changes based on how a learner performs.

For example, if someone gets a question right, the system gives them a harder one. If they get it wrong, it gives an easier one. This creates a more personalized and accurate picture of their abilities.

AI can also help analyze large amounts of data quickly. It can spot trends like: "Most people struggle with Module 3," or "Team A improved a lot more than Team B." These insights help HR teams improve their training programs continuously.

In the future, AI might even be able to give instant feedback or suggest follow-up activities based on a learner's strengths and weaknesses.

Encouraging Continuous Feedback Loops

One-time assessments at the beginning and end of training can miss out on a lot. People learn at different speeds, and sometimes it takes time for new skills to settle in.

That's why experts now recommend building continuous feedback loops into training programs. This means checking in regularly — not just once — to see how people are doing. For example:

Weekly mini-quizzes

Real-time feedback from supervisors

Peer evaluations

Follow-up interviews a few weeks after training

These ongoing checks help ensure that learning doesn't stop when the training ends. They also allow for early intervention if someone is struggling, making training more effective overall.

And when learners know they'll be checked again later, they're more likely to stay engaged and apply what they've learned in real life.

Final Thoughts

Using pre- and post-performance metrics in training is like using a fitness tracker for learning. It lets you see where you started, how far you've come, and whether the effort you put in is paying off. While there are challenges — like biased tests or unclear cause-and-effect — the benefits are huge: better accountability, smarter decisions, and better use of training budgets.

Looking ahead, as digital tools, AI, and continuous feedback become more common, evaluating training effectiveness will become easier, more accurate, and more helpful. The goal is to move from simply delivering training to ensuring that it actually improves performance — and that's exactly what pre- and post-metrics help us do..

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