



## AN INVESTIGATION OF FACTORS AFFECTING EMPLOYABILITY OF BIG DATA PROFESSIONALS IN SRI LANKA; WITH SPECIAL REFERENCE TO LOGISTIC COMPANIES

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### ABSTRACT

*Big Data Analytics is swiftly growing and has revolutionized the field of business, through advanced analytics. Similarly, Sri Lanka is progressively embracing big data technology and the pioneering adopters include logistics companies. This emerging field has opened up many employment opportunities for big data professionals (BDP). However, Sri Lanka has encountered a shortage of BDP, amidst the significant growth in the field. Thus, this study analyze the factors that potentially impact the employability of BDP in the field of big data analytics, with the motive of finding solutions to reduce the skill shortage, which serves as the main objective of the research. The study was executed by analyzing qualitative and quantitative data collected through a questionnaire survey followed by a series of structured interviews. The questionnaire survey was distributed among 180 employees who are currently employed in the field of big data analytics, whereas, the structured interviews were carried out with 08 experts in the field. Based on the initial Exploratory Factor Analysis conducted, Education Factors, Skills and Competencies, and Job Market Factors were identified as the three main variables which affect the employability of BDP. Subsequently, a Thematic Analysis was carried out in order to investigate the impact of the aforementioned factors on the big data skill shortage, and to navigate possible remedies for it. Based on the data analysis conducted and results derived, it was depicted that the employability of BDP is directly related to Education Factors, Skills and Competencies and Job Market factors. As implications of the study it was revealed that certain educational and competency development factors should be enhanced in order to diminish the skill shortage of BDP.*

**KEYWORDS:** *Big Data Professionals, Demand, Skill shortage, Employability*

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# 1. INTRODUCTION

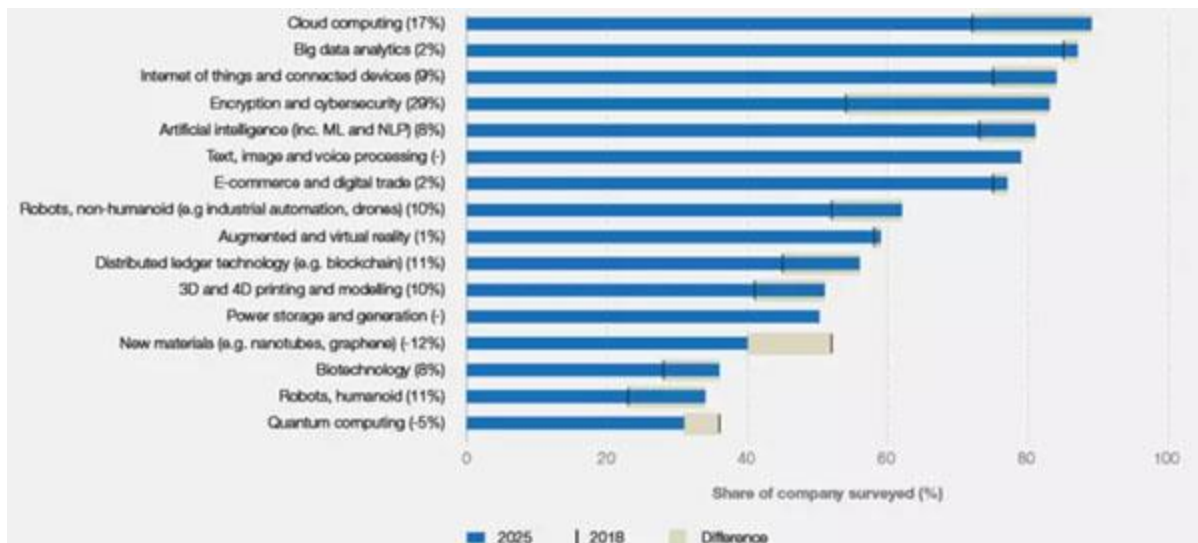
## Background of the study

In the present context, data has taken a new stance called “Big Data”. It is a pool of data that is massive in volume yet growing exponentially with time. LIRNE Asia, (2017) placed the development of Sri Lanka in the spotlight of big data, stressing the importance of up-to-date and accurate data, for a developing economy. The study relates to the field of logistics, in order to explore the shortage of BDP. This is mainly because it is one of the pioneering adopters of big data technology.

Figure 1 illustrates the latest statistics by World Economic Forum, regarding the technology utilization in the field of transportation and logistics. Big data analytics is ranked first among all the other technology enabled infrastructure, showcasing the potential of the field of logistics.

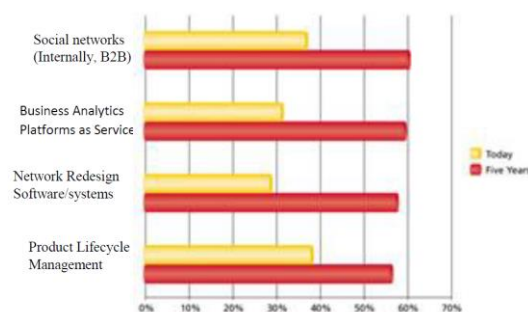
Figure 2 shows the investment on Big Data in the field of logistics. It distinguishes the forecasted increase in investments within the upcoming five-year period, showing the potential impact of Big Data on the field of logistics.

This study becomes unique and exclusive since it strives to investigate an aspect which has not grabbed significant attention from previous researchers. It is



**Figure 1: Technology Adoption in the field of logistics and transportation**

Source: World Economic Forum. (2020)



**Figure 2: Existing and planned investment capacities for Big Data technologies** Source: BVL International, 2013

a highly technical field from the human perspective, by emphasizing the importance of human resources to carry out big data analytics. At the onset, the research study intends to scrutinize the reasons for the shortage of big data skill locally and globally. Initially, the study anticipates determining the most influential factors that affect the employability of BDP, through an Exploratory Factor Analysis.

Even though there is an increasing demand for BDP, Sri Lanka has encountered a shortage of supply of professionals to cater to this growing demand. World

Economic Forum (2019), Part (2010), Phillips (2017), and Rae (2018) examined that the job market has encountered a shortage of BDP. Therefore, the study strives to resolve the query, “What factors would affect the employability of BDP and what remedies could be undertaken to reduce the shortage of professionals, to reach the true potential of big data analytics?”

**Literature Review**

Ohlhorst 2013 expressed that big data is undertaken by many companies in the world as a main source of competitive advantage.

Even though the demand for BDP is rapidly increasing, the job market has indicated a significant gap in BDP, implying that the supply of professionals to the job market is poor, even though they are of high demand.

There is forecasted gap in-between supply and demand of BDP in US, for the year 2018. Based on that, the projected demand is much higher than the forecasted supply, resulting in a shortage in big data skill of 50%-60%.

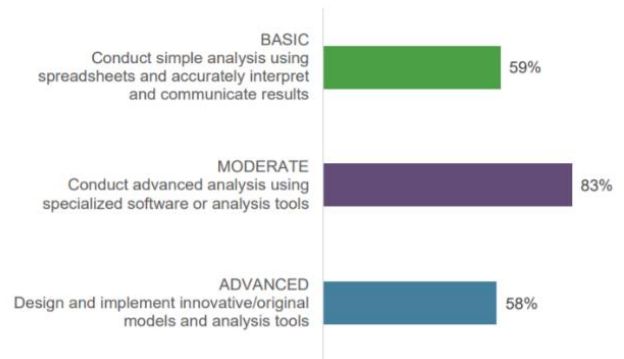
Big data analytics is the scarcest skill in the global corporate field. As shown in the Figure 2.4, the market size of big data is expected to grow at a rapid rate.

Economy	Current DSA Workers	Projected DSA Workers Needed	Percent Change
Malaysia <sup>24</sup>	4,000 (2016)	20,000 (2020)	400%
The Philippines <sup>25</sup>	147,420 (2016)	340,880 (2022)	131%
Singapore <sup>26</sup>	9,300 (2015)	15,000 (2018)	61%
Canada <sup>27</sup>	33,600 (2016)	43,300 (2020)	33%
United States <sup>28</sup>	2,350,000 (2015)	2,720,000 (2020)	16%

**Figure 3: Expected growth of Big Data Market from 2011 to 2027 Source: Columbus, (2017)**

Right human skill is critical in big data analytics (Dubey, et al., 2019; Wamba, et al., 2017). According

to SHRM, 2016, 59% of organizations expect to elevate the job positions, which require the skill of data analysis, from 2017-2021.



**Figure 4: Demand of different skill levels for BDP Source: SHRM, (2016)**

Figure 4 interprets different skill levels required by employees. The analysis revealed that 60% of the organizations demand BDP with the ability to interpret and communicate results.

**Table 1: Time duration of Undergraduate and Postgraduate Big Data related programs in Sri Lankan public and private Universities Sources: IIT (2020), NSBM (2020), SLIIT (2020), UOM (2019), USSC (2020)**

Type	Name of the University/Institution	Academic program	Time Duration
Public	University of Moratuwa	Postgraduate certificate in data analysis and pattern recognition	1 year
	University of Colombo School of Computing (USSC)	Master of Business Analytics	2 years
Private	Informatics Institute of Technology (IIT)	BSc(Hons) Artificial Intelligence and Data Science	4 years
	Sri Lanka Institute of Information Technology (SLIIT)	BSc (Hons) in Information Technology Specializing in Data Science	4 years
	National Institute of Business Management (NIBM)	BSc (Hons) Data Science	3 years
	National Institute of Business Management (NIBM)	Advanced Diploma in Data Science	1 year
	NSBM Green University Town	Professional Diploma in Data Science	1 year

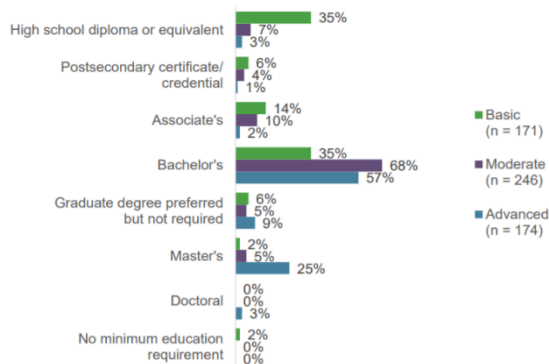
Education and subject related knowledge are core

factors anticipated by employers, when recruiting BDP. DASCA (2020) is a pioneering credentialing body for the data science profession. SAS (2020) is an international institute which offers certification to BDP, which is a value addition for them in career progression.

Time duration of higher educational qualifications play a significant role, since it gives a gist of the quality and capacity of the specific qualification.

The time durations of local undergraduate and postgraduate programmes relating to big data and advanced analytics are indicated in Table 1. This illustrates the duration of some selected degree and masters programmes that are related to big data and advanced analytics.

International educational platforms for big data analytics such as Pearson and Lytics Labs facilitate mainstream physical or virtual learning of various modules (Williamson, 2017).



**Figure 5: Educational Requirement at each level of recruitment**  
Source: SHRM, (2016)

Figure 5 is a breakdown of big data workforce, according to their educational qualifications.

IBM Data Science Professional Certificate is a platform which offers a vivid range of courses for professional BDP, which can be pursued independently even while engaging in employment

(Widjaja, 2019 ). Oxford and Harvard Universities offer short term professional courses for BDP (Dhawan & Zanini, 2014).

However, the study of Ajah & Nweke, (2019) revealed that many organizations are not sufficiently equipped with knowledge and skill to implement big data analytics or to interpret the results of it. Therefore, it suggested the importance of building an organizational culture oriented on analytics, by bridging this skill and knowledge gap. Based on this, Harvey Nash/ KPMG CIO, (2020) revealed that 35% of the employers are anticipating to transform the workforce to polish their technology-related competencies.

DSA Framework Category	Postings Requesting Experienced Workers (at least 3 Years Prior Work Experience)
All	81%
Data-Driven Decision Makers	88%*
Functional Analysts	71%
Data Systems Developers	84%
Data Analysts	76%
Data Scientists & Advanced Analysts	78%
Analytics Managers	94%*

**Figure 6: Workforce entry by prior experience**  
Source: Columbus, (2017)



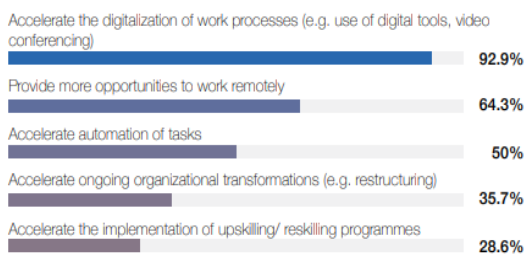
**Figure 7: Salary of BDP with the experience level**  
Source: Waller, (2014)

According to the Figure 6, more than 76% of employers anticipate recruiting experienced BDP. The study of Park City Math Institute, (2016) stated that “Capstone projects” should be a mandatory component of the experience and internship programmes for Big Data employees,

Based on the Figure 7, as the experience grows, the remuneration of the big data employees increase.

Blake (2019) claimed that the field of data science is a very gratifying career which is increasingly relied upon by the society.

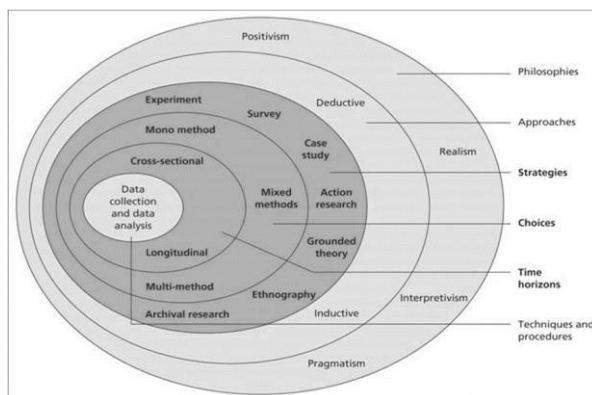
Aryal, et al. (2018), Cao (2017), Columbus (2017), and Wamba, et al. (2019) showed that embracing of big data technology in organizations require high level software like Hadoop, Apache pig and database management systems –NoSQL.



**Figure 8: Impact of COVID-19 pandemic on logistics and transportation companies**  
**Source: World Economic Forum , (2020 )**

Figure 8 is a representation of different strategies that global logistics companies follow to adopt to the “New Normal”, post COVID-19.

## 2. METHODOLOGY



**3. Figure 9: Research Onion Source: Saunders et al. (2009)**

The research onion (Figure 9) which was developed

by Saunders et al. (2009) explains the stages to be followed when developing a research strategy.

This study is conducted based on Pragmatism. Vallack (2010) explained that this philosophy is ideally used for research studies conducted based on a mixed method.

An inductive approach is selected based on the layout and execution of the research study.

The study involves the use of structured interviews and questionnaire surveys as its research strategies to collect qualitative and quantitative data. Thus, this study adopts a mixed method approach. Further, the study uses a cross sectional approach, where the information is gathered at a particular point of time.

## Population

The target population for the series of structured interviews is the experts in the field of Big Data, and the respondents for the questionnaire survey are employees of selected logistic companies.

## Sample

In order to collect data for the questionnaire survey, sample size of 180 operational and management level respondents in the field of technology were requested to fill in a questionnaire. The sample size was determined by the Morgan & Krejcie (1970) table, based on the method of simple random sampling under probability sampling. Structured interviews were conducted with selected Industry experts in the field of Big Data, and the sample size was decided by locating the saturation point after investigating the responses.

## Exploratory Factor Analysis

This research is a very unique study and it explores an area which was not overlooked by many prior researchers. Thus, the researchers lacked firm theory and substantial models to support the conceptual framework in order to develop a hypothesis.

Therefore, an Exploratory Factor Analysis was conducted at the beginning, in order to determine the factors which affected the employment of BDP.

**Determining the factors**

The researchers initially determined certain indicators, that would possibly be affecting the employment of professionals in the field of big data analytics. Those indicators were chosen randomly, based on the literature survey. The aforementioned indicators include Competency of employees, Academic Knowledge, Higher Educational Qualifications, Remuneration, Experience, Soft Skills, Managerial Skills, Orientation of Qualifications, Professional Qualifications, Existing professionals in the field, Recognition, Infrastructure, Accreditations, Professional Networks and Time Duration

**Data Collection**

Based on the indicators identified by the researchers, a questionnaire was developed and circulated and the researchers considered the responses of 180 operational and managerial level employees, in order to conduct the Exploratory Factor Analysis.

**Preparation of data for analysis**

**Removing outliers**

Based on the data collected, there were four potential outliers, and they were excluded from the dataset as shown in the Table 2.

**Table 2: Data Screening**  
Source: Sample Survey (2020)

Questionnaire responses collected	180
Questionnaires discarded	26
Questionnaires considered	154
Outliers Removed	04
Questionnaires utilized	150

**Table3: Guidelines for KMO Values**

Source: Hutcheson & Sofroniou, (1999)

Indicator	Value
Poor	<0.5
Average	0.5 – 0.6
Acceptable	0.6 – 0.7
Good	0.7 - 0.8
Excellent	>0.8

**Table4: KMO Bartlett’s Test Source:**

Sample Survey (2020)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.693
Bartlett's Test of Sphericity	Approx. Chi-Square	502.064
	Df	78
	Sig.	.000

According to Table 4, outputs indicate that KMO sampling adequacy value is 0.693 which is considered as an acceptable value, according to Hutcheson & Sofroniou (1999). The matrix can be ruled out if the Sig. value of the test is less than 0.005 (Field, 2000; Pallant, 2013). Therefore, since the sig. value in Bartlett's Test of Sphericity is less than 0.005, the data set is adequately sampled.

**Principle Component Analysis**

A Principle Component Analysis (PCA) was conducted in order to distinguish the factors affecting employment of BDP. According to the initial analysis conducted, Higher Educational Qualifications, Academic Knowledge and Remuneration were identified as three doubtful indicators. This was because, their communality value was below 0.3 and the value in the component matrix was less than 0.5. If the communality value is less than 0.3, then it means that only less than 30% of the variance in this indicator shares a common origin with others. Therefore, those indicators should be excluded from the analysis (Hadi, et al., 2016). The component matrix displays the factor loadings without rotating the variables. If it contains any indicator less than 0.5, then the impact of that indicator to that specific variable is considered to be negligible.

After filtering those three indicators, the same Principal Component Test was carried out. Then the researchers considered the output of the “Total Variance Explained” in Table 4.4.

**Table 5: Total Variance Explained**  
Source: Sample Survey (2020)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.953	24.607	24.607	2.953	24.607	24.607	2.471	20.595	20.595
2	2.357	19.641	44.248	2.357	19.641	44.248	2.174	18.120	38.715
3	1.344	11.198	55.447	1.344	11.198	55.447	2.008	16.732	<b>55.447</b>
4	1.077	8.972	64.419						
5	.879	7.328	71.748						
6	.722	6.016	77.763						
7	.664	5.535	83.298						
8	.563	4.689	87.988						
9	.453	3.771	91.759						
10	.372	3.101	94.860						
11	.335	2.792	97.652						
12	.282	2.348	100.000						

Extraction Method: Principal Component Analysis.

variables could be determined by clustering all the indicators into three main categories. However, the fourth indicator also showed a value greater than one. Therefore, a parallel analysis was conducted in order to verify the total number of variables.

The parallel analysis in the Table 6 shows how the number of variables were determined to carry out factor extractions. In this process, the Eigenvalues obtained from PCA are compared with the Eigenvalues generated by Patil et al. (2017). The two values are compared in a way that if the Eigenvalue generated from PCA is greater than that of the parallel analysis, then the indicator is accepted (Horn, 1965).

After determining the number of independent variables for factor extractions, then the factors are rotated for further analysis. The main motive behind factor rotation is to align them in a way which makes it more convenient for interpretations.

Based on the Rotated Component Matrix in Table 7, the researchers loaded the factors to three main variables. The factor loadings were done so that the factors with a value more than 0.5 are grouped into categories based on their orientation.

The researchers labelled the factors based on the composition of indicators in them. This was based to develop the conceptual framework for the study.

**Normality**

Table 9 shows the normality measures of the data set of the research study.

Rose et al. (2015) mentioned that if the standard error of skewness and Kurtosis are within the range of +1.96 and -1.96, then the data set is normal. Since the

**Table 6: Parallel Analysis**  
(Source: Sample Survey 2020)

Component Number	Eigenvalue from the PCA	Parallel Analysis Value	Final Decision
1	2.953	1.519	Accept
2	2.357	1.386	Accept
3	1.344	1.281	Accept
4	1.077	1.192	Reject

Table 5 revealed that 55.47% of the total variances were achieved from the first three factors collectively. It indicated that 03 independent

standard errors of the data set shown in Table 4.8, are in between this range, and it can be concluded that it is normal.

**Table 7: Rotated Component Matrix (Source: Sample Survey 2020)**

	Component		
	1	2	3
Existing professionals	.786		.185
Recognition in the local job market compared to foreign job market	.756		
Adoption of new infrastructure	.686		.118
Effect of industry experience	.643		
Professional networks	.596		
Presence of sufficient local qualifications		.827	.230
Crash courses to be completed in less time		.804	.204
Accreditation body provide guidance	.131	.636	.215
Professional qualifications		.611	-.126
Effect of business and managerial skills		.130	.827
Satisfaction level of local graduates compared to foreign graduates			.801
Effect of soft skills		.148	.691

**Table 8: Labelling Factors Source: Sample Survey (2020)**

Factors	Labelled Factors	Indicators	Factor Loadings
01	Job Market Factors	Existing Professionals	.786
		Recognition	.756
		Infrastructure	.686
		Experience	.643
		Professional Networks	.596
02	Educational Factors	Orientation of Qualifications	.827
		Time Duration	.804
		Accreditations	.636
		Professional Qualifications	.611
03	Skills and Competencies	Managerial Skills	.827
		Competency of Graduates	.801
		Soft Skills	.691

**Table 9: Skewness and Kurtosis (Source: Sample Survey -2020)**

	Education Factors	Skills and Competencies	Job Market Factors
Skewness	-.187	-.613	-.403
Std. Error of Skewness	.198	.198	.198
Kurtosis	-.208	.119	-.267
Std. Error of Kurtosis	.394	.394	.394

**Testing for Validity and Reliability**

The researchers utilized Expert Validity technique, since the relationship between variables are yet unknown until the Exploratory Factor Analysis is conducted.

Reliability test was done by getting the Cronbach's alpha value in SPSS. Bernstein (1994) confirmed that the standard value for Cronbach's alpha could be more than 0.6, which was previously recommended by Bagozzi R.P. (1988). The Table 4.9 represents the reliability values of each variable utilized in this research study along with the number of indicators in each variable.

**Table 10: Reliability for each variable (Source: Sample Survey -2020)**

Variable	Cronbach's Alpha	No of items
Educational Factors	.715	4
Skills and Competencies	.620	4
Job Market Factors	.718	6
Employment	.644	3



**Testing for Multicollinearity**

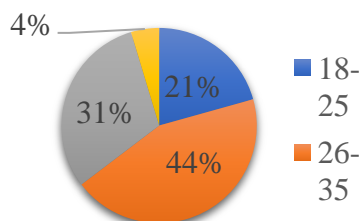
**Table 11: Multicollinearity**  
(Source: Sample Survey -2020)

	Tolerance	VIF
Education Factors	.961	1.040
Skills and Competencies	.994	1.007
Job Market Factors	.899	1.112

If the tolerance value of the variables exceeds “one”, then there is no multicollinearity between the variables. However, if this value equals to “zero”, then the variables show perfect multicollinearity. Therefore, based on the Table 2.10, the variables considered in the study are proven to have no multicollinearity. The acceptable range of VIF value is between 10 and 0.1 (Field, 2005). The variables of the study abide by this rule as well. Hence, it shows that there is no multicollinearity prevailing among the variables.

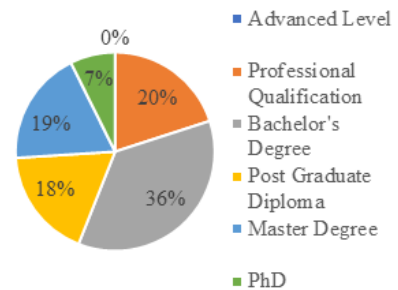
**Descriptive Statistics**  
**Demographic profile**

The 150 respondents were categorized into five groups under different age levels as 18-25, 26-35, 36-45, 46-55, 56 and above. Among them, the age group between 26-35 represented the majority (44%) of respondents. Significantly, there are no responses recorded from 56 and above age category. This gives an indication of the novelty of the field of big data. It shows the increased attention and attraction towards the field by younger generation when compared to older generation. Since only a very few respondents above the age of 46 have responded to the questionnaire, it could be assumed that the field of big data is not much embraced by the employees belonging to that age limit (Figure 10).



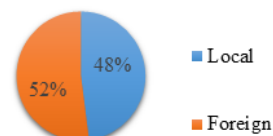
**Figure 10: Age (Source: Sample Survey -2020)**

When considering about the Highest level of education, only 7% of the respondents belonged to the category of PhD. The highest percentage of respondents are in the group who have completed their Bachelor’s Degree (55%). As Figure 11 demonstrates, all the respondents have acquired more qualifications than Advanced Level.



**Figure 11: Highest Educational Qualification**  
Source: Sample Survey (2020)

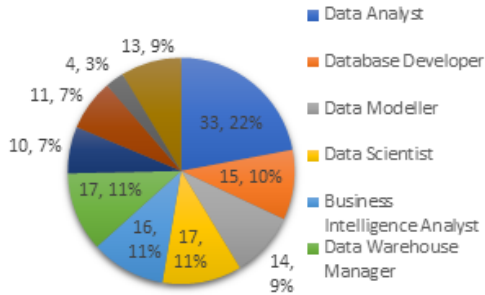
Researchers further analyzed whether the respondents have acquired their highest educational qualifications from a local or a foreign University/institution. Among the 150 respondents, majority have acquired their highest educational qualification from foreign Universities/institutions, and it amounts to 52%. There are 48% employees who have acquired their highest educational qualification locally, which is comparatively lesser than graduates from foreign Universities. This demarcates the lack of higher educational platforms for BDP locally. The Figure 12 shows the orientation of the educational qualifications of respondents, based on the country and region.



**Figure 12: Local/Foreign Qualifications**  
Source: Sample Survey (2020)

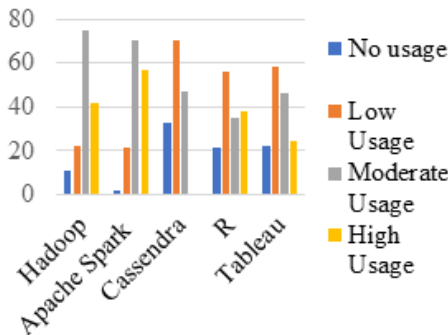
Based on the Figure 13, majority of the respondents were data analysts, which summed up to a percentage

of 33.22%. Both data scientists and data warehouse managers represented 17.11% each, which were the second highest. Meanwhile, the respondents include only a very less number of database managers.



**Figure 13: Job Profile**  
Source: Sample Survey (2020)

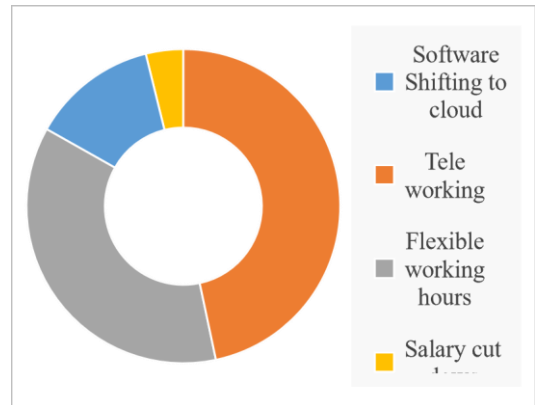
In order to analyze the most commonly utilized software in Sri Lanka, five main types of software which are commonly used by BDP are considered and the respondents rated them based on their level of utilization. According to the Figure 14, most professionals heavily utilize Apache Spark, while Hadoop is ranked second based on high usage. Meanwhile, Hadoop and Apache spark are utilized mostly in the moderate usage category as well. Cassandra, R and Tableau are rated as low usage software by the respondents.



**Figure 14: Infrastructure Usage**  
Source: Sample Survey (2020)

Researchers intended to analyze the impact of the COVID-19 pandemic to the big data employees. Based on their responses, most companies have initiated teleworking platforms due to the “New Normal” culture in the business sector. This was

mentioned by 47% of the respondents, which summed up to be the highest. 36% of the employees have mentioned that they have been introduced with flexible working hours. 13% of the respondents have commented that all the traditional big data related platforms were transferred to the cloud. Based on the Figure 15, only a few number of employees experienced salary cut downs. This implies that COVID-19 has very slightly impacted the field in a negative manner.



**Figure 15: Impact of COVID-19**  
Source: Sample Survey (2020)

### Thematic Analysis

The research study employs thematic analysis to review and analyze qualitative data collected through a series of structured questionnaires.

### Initial Reading of Texts

Braun & Clarke (2012) explained that this initial step is very vital to understand the content and the basic idea derived from various aspects.

### Coding the Texts after Repeated Reading

In this phase, researchers generated 108 basic codes after the comprehensive analysis of the responses.

### Generating Themes through Codes

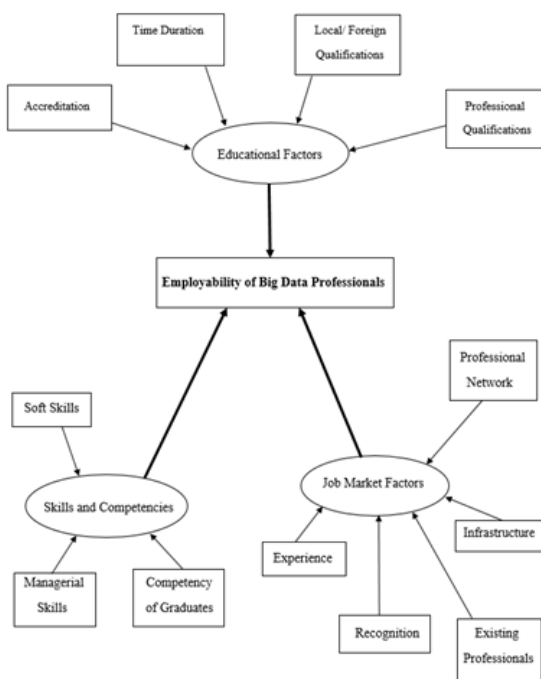
The concept behind the generation of themes is the process of consolidation of the codes into like groups (Attride-Stirling, 2001; Braun & Clarke, 2006;

Lincoln & Guba, 1985). The final result obtained by the researchers included three main themes called Educational Factors, Skills and Competencies and Job Market Factors. Apart from that, another two codes; namely, Importance of Big Data in Logistics and Impact of COVID-19 on the field, were separately considered by the researchers, based on their significance to the field.

Presentation of data was in such a way that the researcher coded initially along with the themes generated through them.

### Thematic Network

The thematic network shown in Figure 16 was developed by the researchers by investigating the codes developed through the interview texts.



**Figure 16: Thematic Network**  
Source: Sample Survey (2020)

### Data Analysis

The data analysis is conducted by analyzing the themes and codes generated by the researcher.

### Importance of Big Data in the field of Logistics

All the respondents agree that big data is perfectly compatible with the field of logistics. They placed the value of big data for the field of logistics in the “High” category, since it is a unique yet a valuable integration of two fields.

### Educational Factors Accreditations

Many have agreed that there are no recognized accreditation bodies locally. However, 63% of the respondents have commented that there are ample recognized accreditation bodies for big data professionals globally. Adding to this, Respondent eight has stated that there are recognized accreditation bodies for BDP, such as DASCA, IOA and CAP by Informis.

### Time Duration

Half of the respondents commented that there are crash courses for BDP. Justifying this, Respondent seven has said that there are online platforms like Coursera. Meanwhile, respondent eight has also said that there are online crash courses offered by IBM and Google. Conversely, the remaining 50% of the respondents have commented that there are no crash courses for the employees in the field of big data analytics.

### Orientation of Qualifications

Respondent five and six have commented that the standard of local graduates who get graduated from local Universities is high when compared to foreign graduates. However, majority of the respondents have stated that the quality and standard of foreign qualifications are high when compared to local qualifications.

### Professional Qualifications

Three Respondents have commented that

professional qualifications are scarce in the local context. Majority of the respondents have agreed that there are ample professional qualifications available for BDP internationally. Respondent one has mentioned Udemy and Coursera as examples, in order to justify her point of view. Respondent two, three and six have commonly mentioned AWS as a recognized professional qualification. Respondent seven has given multiple examples such as Cloudera, Hortonworks, Elasticsearch, AWS, Azure, Cloud, Datadog and Snowflakes.

## **Skills and Competencies**

### **Soft Skills**

All the respondents have commonly expressed that soft skills are very important for BDP. They have specifically said that Communication is the most important skill, since it enables the professionals to express their findings to the top management and to the clients.

### **Managerial Skills**

Majority of the respondents have agreed that managerial skills are critical for BDP. Justifying this, many respondents have collectively stated that people handling, time management, cost management, critical thinking and project management skills are vital for BDP. However, the respondents four, seven and eight have mentioned that it is not very critical for big data employees to possess managerial skills, since they engage in a technical role rather than in a managerial role.

### **Competency of Graduates**

Four respondents have stated that many companies implement ample competency development programmes for employees in the field of big data. Respondent seven has interestingly mentioned that even though his company extends training and development programmes for BDP, they mostly expect the employees to be self-taught. Respondents one, four and six mentioned that there are only a smaller number of competency development

programmes for BDP in local companies and they only cater to the specific requirements of employees. Also, Respondent six has stated that the company he is employed in has newly initiated training and development programmes for BDP. However, respondent two has strongly mentioned that there are no competency development programmes for BDP as at now.

## **Job Market Factors**

### **Experience**

All the respondents have commonly agreed that level of experience is a major factor affecting the employment of BDP. Respondents one and five have mentioned the importance of experience to drive performance and career progression of an employee.

### **Recognition**

The researchers identified that the opinion of the majority of the respondents was that big data analytics as a profession is not yet recognized in Sri Lanka. According to Respondents one, three, four, five and seven, the field is still in the emerging stage, which is the main cause for the lack of recognition. Respondent two has captivately mentioned big data analytics as a “Surprise Field”.

### **Existing Professionals**

Based on the responses received, respondents one, six and seven have mentioned that the number of existing professionals in the field locally are very less. Meanwhile, respondent two has mentioned that the existing professionals have so much to improve when compared to foreign professionals.

### **Infrastructure**

Majority of the respondents have stated that most companies in Sri Lanka constantly update their infrastructure related to big data analytics. Respondent six has stated that their company conducts a lot of research on latest developments of infrastructure. However, respondent three has given

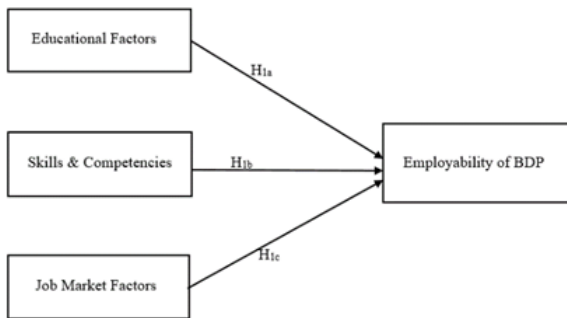
a contrary opinion saying that local companies do not regularly update their infrastructure.

**Professional Networks**

All the respondents have commented that professional networks are of utmost importance to the employees in the field of big data.

**3. DISCUSSION**

The conceptual framework (Figure 3.2) was developed by the researchers, based on the Exploratory Factor Analysis conducted at the onset of the research study. The relationship and correlation between the Independent Variables and the Dependent Variable was revealed through that, and this model was developed as an outcome of the same.



**Figure 17: Conceptual Framework**  
**Source: Developed by the researcher**

Considering this, three main hypotheses were developed.

H<sub>1a</sub> – Educational Factors impact the Employability of BDP

H<sub>1b</sub> –Skills and Competencies impact the Employability of BDP.

H<sub>1c</sub> –Job Market Factors impact the Employability of BDP.

The outcomes of both the Exploratory Factor Analysis and the Thematic Analysis displayed a significant similarity in spite of the slight differences between responses.

**H<sub>1a</sub>: Educational Factors impact the Employability of BDP**

DASCA, 2020; the standards body ensures that all its accredited institutions are hiring destinations that are preferred by most organizations. Thus, accreditations of local and foreign bodies have a high impact on the employability of BDP.

Based on the research findings, there are many contemporary crash courses in big data analytics as well; namely, Coursera, 2020; EDX, 2020.

Even though there is only a less number of local qualifications on big data analytics, there are many foreign qualifications. SAS in collaboration with Birmingham City University has launched a programme called SAS Student Academy. Many local BDP declare that there are not much recognized higher educational platforms for big data analytics in Sri Lanka, which has to become a major concern in order to increase the number of professionals in the job market.

The experts in the field of big data mention that platforms such as AWS, 2020 facilitate professional education. Majority of the respondents have stated that they constantly feel the need of a standard professional qualification when working in a corporate setting, in order to update their knowledge and to climb up the corporate ladder. However, a concern is raised on the lack of professional qualifications locally, which might be an influential factor contributing to the current big data skill shortage.

**H<sub>1b</sub>: Skills and Competencies impact the Employment of BDP**

Interactive disciplines of Big Data Analysts should embrace soft skills such as critical thinking, creative thinking and communication (Song, 2016). All the respondents of the questionnaire survey commented that soft skills are of utmost importance to big data employees as well.

SAS, The Tech partnership, 2014 specified that the employers are interested in potential BDP with interpersonal, management and business insights. Majority of the respondents, along with a majority of the interviewers have agreed that managerial skills are important for employees in the field of big data.

Royster, 2013 stated that rounded up knowledge about the industry that the BDP are employed in will uplift their contribution to the sector. In order to do so, they should possess many competencies polished with traditional and up-to-date proficiencies. Based on the responses of the questionnaire survey it was concluded that the competency level of local BDP is satisfactory when compared with foreign professionals.

#### **H<sub>1c</sub>: Job Market Factors impact the Employment of BDP**

In the Sri Lankan context, JKH, 2020 and PickMe, 2016 have specified minimum two years of experience in the field, for an employee to be recruited as a big data employee. All the industry experts have commented that experience is very important when employing BDP in an organization. Similarly, big data employees mention that the experience, skills and competencies that they have acquired through past experience have immensely helped them in performing their current jobs.

Certain employees find their career path based on the prestige of the field. Similarly, BDP also consider the recognition of the profession when engaging in employment. According to Hopkins & Hawking, 2018, big data analytics is growing in recognition in the global job market with its rapid evolution and potential strategic competitive inferences. Even though big data analytics is high in recognition in the international job market, it is not so in Sri Lanka. Industry experts comment that this is mainly because the industry is still in early stages of emergence. They further explain that only the professionals in the field are aware of the term “Big Data Professionals”, and in layman terms they are referred to as “Computer Engineers”.

Carillo, et al., 2019; Carillo, 2017; Intezari & Gressel, 2017; and Murawski & Bick, 2017 stressed the importance of on-the-job training, career guidance and continuous professional development programmes to develop analytical and technological skills. Similarly, Wickramasinghe, 2017 stressed on “Retrain to retain”, to overcome the employee shortfall by training the existing workforce to possess futuristic yet vital data analytic skills.

Many experts mention that even though the existing BDP in Sri Lanka are well-knowledged and talented, there is a scarcity of professionals in order to cater to the growing demand. However, they further mention that when compared to the professionals in developed countries, local BDP have so much to develop. When considering about the age of professionals, it is very visible that most employees in the field are young and energetic, but not very mature in age.

## **4. CONCLUSION**

The research study identified that the employability of BDP is affected by educational factors, skills and competencies and job market factors. The literature review unveiled that the big data employees are lacking in the job market at a significant level due to various weaknesses in the aforementioned three factors. Similarly, the industry experts specifically revealed the lack of engagement with the profession locally. Hence, possible actions should be taken to uplift their representation as a prestigious career by mitigating all the shortcomings. The researchers determined that the local higher educational platforms and professional qualifications should be improved and standardized as the initial steps to mitigate the skill shortage of professionals. Similarly, the local employees should be extended with systematic competency development programmes in order to continuously nurture their skills. Meanwhile, the profession should be firmly embraced and promoted by local companies with the motive of a “win-win” approach to both the company and BDP. Their remuneration should be improved in line with the amount of value addition they bring to the company. Therefore, the companies should expand their horizons to grasp this enticing field as a source

of growth and competitive advantage.

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