

The Impact of Data Analytics Adoption on Job Roles and Skill Requirements in MSMEs: Development of Conceptual Model

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Abstract

The adoption of data analytics by Micro, Small, and Medium Enterprises (MSMEs) has become critical for enhancing decision-making processes, improving operational efficiency, and remaining competitive in the digital economy. This study explores the impact of data analytics adoption on job roles and skill requirements within MSMEs. Specifically, it examines how traditional roles like marketing, finance, and operations are transforming to include data-driven decision-making responsibilities. The study highlights emerging roles such as data analysts and business intelligence specialists, as well as the increasing demand for technical skills like data literacy, programming, and machine learning. However, MSMEs face challenges in adopting data analytics, including resource constraints, skill gaps, and cultural resistance. To address these issues, this study employs a qualitative method approach, primarily explorative study. The research develops a conceptual model that outlines the interplay between data analytics adoption, job role transformation, skill development, and organizational adaptation. This model provides insights into how MSMEs can strategically manage the transition to a data-driven culture, overcoming key barriers to successfully integrating analytics into their operations

Keywords: *Data Analytics Adoption, MSMEs, Job Roles, Skill Requirements, Data-Driven Decision-Making, Organizational Adaptation, Technical Skills, Data Literacy*

INTRODUCTION

Micro, Small, and Medium-sized Enterprises (MSMEs) form the backbone of the global economy, contributing significantly to employment, innovation, and economic growth. In recent years, the adoption of data analytics has become a transformative force across industries, enhancing decision-making capabilities, operational efficiency, and competitiveness. MSMEs, despite their size and resource constraints, are increasingly leveraging data analytics to remain competitive in the digital economy. However, the adoption of data analytics also necessitates a shift in job roles and skill requirements, prompting a need for reskilling and up-skilling within these organizations. This article explores how data analytics adoption is reshaping the workforce in MSMEs by examining changes in job roles, the emerging skill sets required, the challenges faced, and the broader implications for organizational structure and talent development.

The Role of MSMEs in the Global Economy: MSMEs are essential to both developed and developing economies. According to the World Bank, MSMEs account for approximately 90% of businesses and more than 50% of employment worldwide. In emerging economies, this contribution is even higher, with MSMEs contributing up to 40% of national income. Given this critical role, the ability of MSMEs to harness technology, particularly data analytics, is integral to their continued growth and survival. Data analytics has long been associated with large corporations with substantial resources. However, technological advancements and the increasing availability of affordable, user-friendly tools are allowing MSMEs to access and leverage data analytics. These tools enable them to make data-driven decisions in areas such as marketing, customer engagement, supply chain management, and operational efficiency. *The Emergence of Data Analytics in MSMEs:* Data analytics, at its core, involves extracting

meaningful insights from raw data to inform decision-making processes. For MSMEs, this includes gathering data from various internal and external sources, analyzing it, and using the results to drive business strategies.

Data-Driven Decision-Making: In the context of MSMEs, data-driven decision-making refers to using insights from analytics to guide strategic and operational choices. By integrating data analytics into their operations, MSMEs can better understand customer preferences, identify inefficiencies, predict market trends, and optimize their resources. This shift towards a data-driven culture requires businesses to focus on the collection and interpretation of relevant data across departments.

Affordable and Accessible Tools: The increasing availability of cloud-based analytics platforms and Software-as-a-Service (SaaS) tools has lowered the barriers for MSMEs to adopt data analytics. Solutions such as Google Analytics, Power BI, and Tableau provide intuitive interfaces that allow non-technical users to perform data analysis. These platforms also offer scalability, allowing MSMEs to expand their data capabilities as their business grows.

Impact on Job Roles in MSMEs: The integration of data analytics into MSMEs is reshaping the structure of job roles. As businesses transition to data-driven models, employees are required to adopt new responsibilities, while some traditional roles undergo significant transformation. Data analytics is transforming various job functions within MSMEs by infusing them with a need for data literacy. Traditional roles, such as marketing, finance, and operations, are increasingly requiring employees to have an understanding of data analysis and interpretation. Employees are expected to integrate analytics into their daily tasks, which previously relied more on intuition or basic reporting.

Marketing: Marketing professionals are now required to have a deeper understanding of data-driven metrics, customer segmentation, and campaign performance analytics. They must use data to design targeted marketing strategies and assess the return on investment (ROI) of campaigns.

Finance: Financial roles are increasingly focused on predictive analytics to forecast financial performance and manage risk. Financial analysts are expected to use historical data and statistical models to make more accurate predictions and inform budgeting and investment decisions.

Operations: Operational managers are tasked with using data analytics for resource optimization, process improvements, and supply chain management. Data insights allow for real-time monitoring of operations, which helps streamline processes and reduce operational costs.

As MSMEs adopt data analytics, new job roles emerge to manage and optimize data-driven processes. Some of these new roles include:

Data Analysts: Data analysts are tasked with collecting, cleaning, and interpreting data. They use various tools and methods to transform raw data into actionable insights that help decision-makers in the organization.

Data Scientists: While data analysts work primarily on interpreting existing data, data scientists focus on creating models that predict future trends. They use advanced statistical techniques, machine learning algorithms, and programming skills to identify patterns and make forecasts.

Business Intelligence (BI) Specialists: BI specialists are responsible for designing and implementing strategies that allow MSMEs to leverage their data for competitive advantage. This includes creating dashboards, reports, and visualizations that enable stakeholders to make informed decisions.

Data Engineers: Data engineers work behind the scenes to build and maintain the infrastructure that allows data to flow smoothly through the organization. They design data pipelines and ensure that data is readily available for analysis and reporting.

Skill Requirements and Gaps in MSMEs

With the advent of data analytics, MSMEs face a critical challenge: the need to develop new skill sets within their workforce. Employees must acquire both technical and non-technical skills to thrive in this new data-driven environment.

Technical Skills

Data Literacy: At a foundational level, employees across departments must become data literate, meaning they need to understand how to read, interpret, and communicate data. This includes familiarity with data analytics tools, understanding key metrics, and applying basic statistical concepts.

Programming Skills: For roles such as data scientists and data engineers, programming skills are essential. Proficiency in languages like Python, R, and SQL enables professionals to work with large datasets, build models, and automate data processes.

Machine Learning and AI: As more MSMEs incorporate advanced analytics, understanding machine learning and AI becomes crucial. These skills are particularly relevant for predictive analytics, customer behavior modeling, and automation processes.

Data Visualization: Employees must be able to convey insights effectively through data visualization tools such as Tableau, Power BI, or even Excel. Clear and concise visual representations of data make it easier for decision-makers to understand and act on analytics results.

Non-Technical Skills

Critical Thinking and Problem-Solving: Data analytics involves more than just crunching numbers. Employees need to be able to critically analyze data, ask the right questions, and apply insights to solve real business problems.

Communication Skills: As data analytics becomes integral to decision-making, employees must be able to translate technical insights into understandable, actionable information for non-technical stakeholders.

Adaptability and Continuous Learning: The field of data analytics is rapidly evolving, with new tools and techniques emerging frequently. Employees must be willing to continuously learn and adapt to these changes to stay relevant.

Challenges in Implementing Data Analytics in MSMEs

While data analytics presents numerous benefits, MSMEs face several challenges when it comes to adoption. These challenges, if not addressed, can limit the effectiveness of data-driven strategies. MSMEs often operate with limited financial and human resources, which makes it challenging to invest in the necessary tools and training for data analytics. Unlike large corporations, MSMEs may lack the budget to hire specialized data professionals or implement advanced analytics infrastructure. Many MSMEs struggle with data silos, where different departments use separate systems that do not communicate with each other. This leads to fragmented data, which can compromise the accuracy of analysis. Additionally, data quality is a significant issue, as poor-quality data can lead to incorrect conclusions and misguided decisions.

Adopting data analytics requires a cultural shift within the organization. Employees may resist the change due to a lack of understanding or fear of job displacement. Effective change management strategies, including clear communication and training, are essential to ensure a smooth transition. The lack of skilled personnel to manage and interpret data is a significant barrier for MSMEs. The skill gap is exacerbated by the fact that many small businesses do not have access to the same talent pools as larger companies, making it difficult to attract and retain skilled data professionals.

The literature emphasizes the growing importance of data analytics across industries, including MSMEs, where it is becoming a crucial factor for competitiveness. According to McKinsey & Company (2021), data-driven organizations are 23 times more likely to acquire customers, six times as likely to retain them, and 19 times more likely to be profitable. MSMEs, which traditionally rely on intuition and small-scale manual analyses, are increasingly realizing the benefits of data analytics in improving operational efficiency and decision-making. Sivarajah et al. (2017) provide a comprehensive review of big data and analytics in the context of small businesses, noting that MSMEs can utilize data analytics for customer behavior analysis, demand forecasting, and inventory management. However, the study points out that the limited resources and expertise often found in MSMEs create significant barriers to adopting advanced analytics solutions. While large corporations may have dedicated analytics departments, MSMEs must typically rely on more generalist roles or external consultants to achieve similar benefits.

As MSMEs adopt data analytics, job roles within the organization undergo significant transformation. Various studies have documented the emergence of new positions, the evolution of traditional roles, and the creation of hybrid positions requiring data literacy alongside other business competencies. Several scholars have observed the creation of new roles specific to data analytics within MSMEs. For instance, Hsieh and Chao (2020) argue that the role of a data analyst has become crucial for MSMEs aiming to leverage data insights to drive decision-making. Data analysts are responsible for gathering, cleaning, and interpreting data to provide actionable insights. Similarly, Choi, Wallace, and Wang (2018) highlight the rise of business intelligence (BI) specialists in small enterprises. BI specialists often bridge the gap between raw data and strategic business decisions by designing data visualizations, dashboards, and reports that inform stakeholders.

Data analytics also transforms existing roles in MSMEs by requiring employees to integrate data-driven insights into their traditional functions. Marketing, operations, and finance are among the departments most affected by this transformation. Wamba et al. (2015) show how marketing roles are increasingly reliant on data analytics to design targeted marketing campaigns, track performance metrics, and adjust strategies in real time. Marketing professionals in MSMEs are now expected to use tools such as Google Analytics, customer relationship management (CRM) systems, and social media analytics to enhance customer engagement and improve return on investment (ROI). In the finance department, the role of financial analysts has evolved to include predictive modeling and risk assessment based on data analytics. Henderson and Venkatraman (2019) emphasize the growing need for financial professionals to possess data literacy skills to perform forecasting, budgeting, and risk management more effectively. Operational roles have also been reshaped, with managers using analytics to optimize resource allocation, monitor supply chains, and improve overall efficiency (Schoenherr & Speier-Pero, 2015). As MSMEs adopt data analytics, hybrid roles that combine data analysis with other business functions are emerging. Muller and Jensen (2020) discuss the concept of “citizen data scientists” in MSMEs, where employees from non-technical backgrounds, such as sales, marketing, or human resources, are trained to use data analytics tools to support their primary roles. This trend allows MSMEs to leverage analytics without the need for hiring specialist data scientists, which may be financially prohibitive.

As job roles evolve, there is a growing demand for new skillsets within MSMEs. The literature identifies both technical and non-technical skills as critical to effectively utilizing data analytics in small enterprises. Many scholars emphasize the need for technical proficiency in data analytics tools and techniques. Sivarajah et al. (2017) identify key technical skills such as data literacy, proficiency in programming languages (e.g., Python, R), and familiarity with database management systems as essential for employees working in data analytics roles. Additionally, employees in these roles are expected to use visualization tools such as Tableau and Power BI to

communicate complex data insights effectively. Skill gaps in data analytics are particularly pronounced in MSMEs due to their smaller talent pool and limited resources for training. This is corroborated by Maroufkhani et al (2020), who observe that MSMEs often struggle to attract and retain skilled data professionals, as these individuals are often drawn to larger corporations offering higher salaries and better career prospects.

In addition to technical expertise, several studies underscore the importance of non-technical skills such as critical thinking, problem-solving, and communication. Henderson and Venkatraman (2019) argue that employees must be able to apply data insights to real business problems and effectively communicate their findings to non-technical stakeholders. This requires a blend of analytical skills and business acumen to ensure that data-driven insights lead to actionable outcomes. The literature also emphasizes adaptability as a key trait in the evolving landscape of data analytics in MSMEs. Given the rapid pace of technological change, employees must be prepared to continually update their skills and learn new tools and techniques (Muller & Jensen, 2020). While the potential benefits of data analytics in MSMEs are widely recognized, several barriers to adoption have been identified in the literature. One of the most frequently cited challenges in adopting data analytics is the limited financial and human resources available to MSMEs. Wamba et al. (2015) notes that many MSMEs cannot afford the upfront costs of implementing data analytics tools or hiring specialized staff. As a result, they often rely on outsourced solutions or attempt to train existing staff, which can be time-consuming and costly.

Another significant challenge is data quality. Maroufkhani et al. (2020) highlight that MSMEs often struggle with poor data management practices, leading to incomplete, outdated, or siloed data. Inaccurate data can lead to flawed insights and undermine the effectiveness of data-driven strategies. Furthermore, siloed data, where information is stored in disparate systems that do not communicate with each other, can hinder the ability of MSMEs to generate comprehensive insights from their data. Cultural resistance to adopting data-driven decision-making is another barrier identified in the literature. Henderson and Venkatraman (2019) argue that many employees in MSMEs are resistant to the changes in job roles and responsibilities that come with data analytics. This resistance is often rooted in a fear of job displacement or the perceived complexity of learning new tools and techniques. While multiple studies (Behl et al., 2022; Zheng et al., 2022) discuss the role of data analytics in improving competitive advantage and innovative activities in MSMEs, there is limited research on how these capabilities specifically influence entrepreneurial decision-making processes. Understanding how entrepreneurs within MSMEs utilize data analytics to make strategic decisions could fill this gap. Existing studies often focus on specific outcomes such as operational efficiency (Kamal et al., 2019), financial planning (Chen et al., 2022), and customer segmentation (Singh et al., 2020). A more holistic approach that examines the broad impact of data analytics on various business functions and their interconnected effects on MSME performance and societal contributions remains underexplored.

The role of data analytics in MSMEs may vary significantly across different sectors and regions. For instance, the impact of data analytics on MSMEs in developing countries (Syah & Noviaristanti, 2022) versus developed countries has not been sufficiently compared. Moreover, sector-specific studies (e.g., service firms vs. manufacturing firms) could provide deeper insights into tailored data analytics applications. While Vásquez et al. (2021) and Pandya & Kumar (2023) address sustainability aspects, there is a need for longitudinal studies that track the long-term impact of data analytics on the sustainability of MSMEs. Such studies could provide insights into how continuous data-driven practices contribute to enduring economic, social, and environmental benefits. Most studies emphasize economic outcomes like profitability and efficiency. However, there is a gap in understanding the broader societal implications of data analytics adoption in MSMEs, such as its impact on job creation, social equity, and community development (European Commission, 2023; World Bank, 2023). The challenges faced by

MSMEs in adopting data analytics, particularly concerning resource constraints and technological expertise, are acknowledged (International Labour Organization, 2021). Yet, comprehensive studies that identify and propose solutions to these barriers, especially in the context of MSMEs, are still needed.

RESEARCH METHODS

The adoption of data analytics in Micro, Small, and Medium-sized Enterprises (MSMEs) has garnered increasing attention from both academic scholars and industry practitioners. The transformative potential of data analytics is well-documented, especially in areas such as decision-making, operational efficiency, and competitive advantage (Sivarajah et al (2017). However, despite the extensive research into the benefits and challenges of data analytics in large organizations, relatively little has been explored regarding its specific impacts on job roles and skill requirements in MSMEs. This review aims to identify and discuss the research gaps related to data analytics adoption and its implications for the workforce in MSMEs.

Most existing research on data analytics focuses on large enterprises, where resources, budgets, and technology infrastructures allow for seamless integration of sophisticated analytics tools (Maroufkhani, et al, 2020). Large organizations have the capacity to hire specialized data scientists, implement enterprise-wide analytics platforms, and foster a data-driven culture. In contrast, MSMEs face unique challenges such as limited financial and human resources, as well as a lack of access to cutting-edge technologies (Schoenherr & Speier-Pero, 2015). The gap here is that while scholars acknowledge the potential benefits of data analytics for MSMEs (e.g., customer segmentation, predictive analytics, and supply chain optimization), few studies have systematically explored how these enterprises can effectively implement data analytics within their constraints (Hsieh & Chao, 2020). Furthermore, there is limited literature addressing the specific changes in job roles and skills required to harness data analytics in smaller enterprises, where employees often perform multiple roles and may not have specialized training in data management or analytics.

Several studies recognize that the adoption of data analytics leads to the evolution of job roles across organizations (Wamba et al, 2015). In larger enterprises, data analysts, data scientists, and business intelligence specialists are often hired to manage and interpret data, leading to the creation of specialized roles. However, in the context of MSMEs, there is a lack of in-depth exploration of how existing job roles are reshaped or how new roles emerge as data analytics becomes integrated into business operations (McKinsey & Company, 2021). Most research tends to generalize the changes in job roles without considering the unique characteristics of MSMEs, where employees often wear multiple hats and may not have the luxury of focusing exclusively on data analysis (Choi, Wallace, & Wang, 2018). Studies have yet to explore how the adoption of data analytics impacts non-specialist employees—such as marketing, finance, and operations professionals—who are increasingly expected to incorporate data-driven insights into their everyday tasks.

Another key area that remains underexplored is the skill gap in MSMEs concerning data analytics adoption. Existing research primarily focuses on the technical skill requirements for data analytics, such as programming (Python, R), data visualization (Tableau, Power BI), and machine learning algorithms (Sivarajah et al., 2017). However, these studies often do not address the distinct challenges faced by MSMEs in acquiring or developing these skills. MSMEs often lack the resources to provide formal training, and employees may not have the time to pursue upskilling while managing their core job functions (Hsieh & Chao, 2020). The current literature also tends to focus on data analytics training for specialists (e.g., data scientists), neglecting the

growing need for non-technical employees to develop data literacy and interpretive skills (Muller & Jensen, 2020). MSMEs, in particular, require cost-effective and scalable training solutions that allow employees to acquire basic data literacy without requiring deep technical expertise.

There is also a lack of empirical studies that investigate how MSMEs are adapting their organizational structures and workflows to integrate data analytics. While there is considerable research on the technical and strategic benefits of data analytics, fewer studies examine the cultural and structural changes necessary to facilitate its adoption in smaller enterprises (Maroufkhani et al., 2020). Research has largely overlooked how MSMEs can manage the resistance to change that may arise when data analytics is introduced, particularly among employees who may lack the necessary skills or feel threatened by automation (Henderson & Venkatraman, 2019).

In MSMEs, where organizational structures are typically flat, there is a need for empirical research that explores how to integrate data-driven processes without creating additional complexity or bureaucracy. Moreover, MSMEs may struggle with the practicalities of implementing cross-departmental data sharing and collaboration, which is essential for effective data analytics (Schoenherr & Speier-Pero, 2015). The review of literature identifies several gaps in the research concerning the impact of data analytics adoption on job roles and skill requirements in MSMEs. While the potential benefits of data analytics are widely acknowledged, there is a need for more focused studies that explore how job roles evolve in the context of MSMEs, the specific skill gaps faced by employees, and the organizational changes required to facilitate data-driven decision-making. Addressing these research gaps is essential for developing tailored strategies that allow MSMEs to fully leverage the power of data analytics

RESULT AND DISCUSSION

Based on these gaps, this section proposes a conceptual model that links data analytics adoption to changes in job roles, skill requirements, and organizational structures in MSMEs. The proposed model can serve as a foundation for future empirical research.

Data Analytics Adoption → Job Role Transformation → Skill Requirements → Organizational Adaptation → Performance Outcomes



Source: Author's Construct

Key Constructs of the Conceptual Model

The conceptual model revolves around five primary constructs that illustrate the interplay between data analytics adoption and its impact on job roles, skill requirements, and organizational changes in MSMEs. These constructs are:

1. **Data Analytics Adoption:** The degree to which MSMEs integrate data analytics tools and technologies into their operations.

Definition: The implementation of data analytics tools, systems, and practices within the organization. This construct focuses on the extent to which MSMEs are able to incorporate various analytics technologies—ranging from basic descriptive analytics to more complex predictive and prescriptive analytics—into their day-to-day operations.

Proposition: The level of data analytics adoption influences the degree of change in job roles, the emergence of new skills, and the need for organizational adaptation. Higher levels of adoption will lead to more significant transformations in job roles, greater demands for new skill sets, and broader changes to organizational structures.

P1: The greater the level of data analytics adoption, the greater the transformation of job roles in MSMEs.

P2: The greater the level of data analytics adoption, the more specialized and technical skill requirements will emerge.

P3: The greater the level of data analytics adoption, the more organizational adaptations will be necessary to support a data-driven culture

2. **Job Role Transformation:** The changes in existing job roles and the emergence of new roles resulting from data analytics adoption.

Definition: The changes in existing job functions and the creation of new roles driven by the need to work with data analytics. This includes shifts in responsibilities within traditional roles (e.g., marketing, operations, finance) and the emergence of hybrid roles (e.g., "citizen data scientists").

Proposition: As MSMEs adopt data analytics, traditional job roles will be transformed, with employees increasingly required to integrate data-driven decision-making into their daily tasks. New roles, such as data analysts and business intelligence specialists, will also emerge to manage the complexities of data interpretation and application.

P4: Data analytics adoption leads to the transformation of traditional roles (e.g., marketing, finance, operations), requiring employees to become data-literate and integrate analytics into their work.

P5: Data analytics adoption leads to the creation of new, specialized roles such as data analysts and business intelligence specialists, particularly in larger MSMEs.

3. **Skill Requirements:** The technical and non-technical skills that employees in MSMEs need to effectively leverage data analytics.

Definition: The technical and non-technical skills that employees need to function in a data-driven organization. Technical skills include programming, data visualization, and data management, while non-technical skills encompass critical thinking, communication, and problem-solving.

Proposition: As MSMEs adopt data analytics, the demand for both technical and non-technical skills will increase. Employees in non-technical roles will need to develop data literacy, while technical roles will require proficiency in programming, machine learning, and data visualization.

P6: Data analytics adoption increases the demand for technical skills such as data literacy, programming (e.g., Python, R), and data visualization (e.g., Tableau, Power BI).

P7: Data analytics adoption increases the demand for non-technical skills such as critical thinking, problem-solving, and effective communication of data insights.

4. **Organizational Adaptation:** The changes in MSME structure, processes, and culture that support the integration of data analytics.

Definition: The structural, cultural, and procedural changes within MSMEs required to facilitate the effective use of data analytics. This includes overcoming resistance to change, establishing cross-departmental collaboration, and fostering a data-driven decision-making culture.

Proposition: MSMEs must adapt their organizational structures to support the integration of data analytics. This includes implementing change management strategies to overcome employee resistance, breaking down data silos, and promoting a culture that values data-driven decision-making.

P8: Data analytics adoption necessitates organizational adaptation, including changes in structure, culture, and processes.

P9: Successful organizational adaptation is positively associated with enhanced collaboration and data-sharing practices within MSMEs.

5. **Performance Outcomes:** The improvement in operational efficiency, decision-making, and overall business performance due to successful data analytics adoption.

Definition: The tangible benefits that MSMEs achieve through the successful adoption of data analytics. These outcomes include improved decision-making, operational efficiency, customer engagement, and competitive advantage.

Proposition: The successful adoption of data analytics, along with the accompanying job role transformations, skill development, and organizational adaptation, leads to improved business performance. MSMEs that can effectively leverage data analytics will see better outcomes in terms of operational efficiency, market responsiveness, and overall competitiveness.

P10: Successful data analytics adoption, supported by job role transformation, skill development, and organizational adaptation, leads to improved operational performance and decision-making.

Discussions

This conceptual model provides a structured understanding of the impact of data analytics adoption on MSMEs (Micro, Small, and Medium-sized Enterprises) in terms of job role transformation, evolving skill requirements, organizational adaptation, and subsequent performance outcomes. Each component plays a crucial role in determining how data analytics affects organizational performance, especially in the resource-constrained environment typical of MSMEs.

1. Data Analytics Adoption → Job Role Transformation

Discussion: Data analytics adoption in MSMEs initiates significant changes in existing job roles, leading to the evolution of traditional functions and the creation of new, specialized roles. In smaller firms, employees are often required to wear multiple hats. As such, the integration of data analytics into the enterprise compels existing roles—such as those in marketing, finance, and operations—to incorporate data-driven responsibilities. For example, marketing professionals are now expected to analyze customer behavior data and campaign performance in real-time using analytics tools (Wamba et al, 2015). Similarly, finance professionals must leverage data analytics for predictive modeling, financial forecasting, and risk management (Henderson & Venkatraman, 2019). In addition to transforming existing roles, data analytics adoption often leads to the creation of new roles, such as data analysts, business intelligence (BI) specialists, and data engineers (Choi, Wallace, & Wang, 2018). These roles are essential for interpreting data and ensuring that the organization capitalizes on data-driven insights.

Feasibility: For MSMEs, the feasibility of transforming job roles in response to data analytics adoption depends largely on organizational size, resource availability, and the readiness of the workforce to adapt to new roles. Larger MSMEs may find it easier to allocate resources for hiring new data analysts or BI specialists, while smaller firms may struggle to justify the cost

of new hires. The solution for smaller firms often lies in upskilling existing employees or outsourcing data analytics functions to external providers (McKinsey & Company, 2021).

2. Job Role Transformation → Skill Requirements

Discussion: As job roles evolve due to the integration of data analytics, there is a growing demand for specific technical and non-technical skills. Technical skills, such as data literacy, proficiency in programming languages like Python or R, and knowledge of data visualization tools (e.g., Tableau, Power BI), are becoming increasingly important for employees in roles that previously did not require such expertise (Sivarajah, Kamal, Irani, & Weerakkody, 2017). However, it's not just technical skills that are critical. Non-technical skills—such as critical thinking, communication, and problem-solving—are essential for employees to interpret data and apply insights in meaningful ways (Muller & Jensen, 2020). Employees must be able to explain data-driven insights to non-technical stakeholders and make actionable recommendations based on their findings.

Feasibility: The challenge for MSMEs lies in addressing the skill gap that often exists in data analytics. Smaller firms typically have fewer resources for extensive training programs, which can hinder their ability to upskill existing employees. However, the growing availability of affordable online training platforms, such as Coursera, Udemy, and edX, offers feasible solutions for MSMEs to provide employees with necessary skills without investing heavily in formal education programs (Schoenherr & Speier-Pero, 2015). Additionally, the modular nature of these courses allows employees to learn at their own pace, which is particularly important in MSMEs where time and resources are limited.

3. Skill Requirements → Organizational Adaptation

Discussion: As MSMEs equip their workforce with the necessary skills to leverage data analytics, organizations must adapt structurally and culturally to support these changes. Organizational adaptation in this context refers to reshaping the firm's workflows, decision-making processes, and culture to become more data-driven. One critical aspect of this adaptation is overcoming data silos, where different departments store data in separate systems, making it difficult to access and analyze holistically. Implementing a centralized data management system and promoting cross-departmental collaboration are key strategies for fostering a data-driven organization (Maroufkhani et al, 2020). Culturally, organizations must shift towards a mindset where data-driven decision-making is valued over intuition or experience. This requires strong leadership and a clear communication strategy to ensure that employees understand the benefits of data analytics and embrace its role in shaping the organization's future (Henderson & Venkatraman, 2019).

Feasibility: For MSMEs, organizational adaptation to data analytics is feasible but requires careful planning and incremental changes. Implementing full-scale data infrastructure can be costly, and smaller firms may struggle with the financial investment required. However, adopting scalable, cloud-based solutions, such as Microsoft Azure or Google Cloud, allows MSMEs to start small and expand their data analytics capabilities as their business grows (McKinsey & Company, 2021). Additionally, fostering a data-driven culture is more about leadership and less about financial resources, making it a feasible option for MSMEs of all sizes.

4. Organizational Adaptation → Performance Outcomes

Discussion: The ultimate goal of data analytics adoption is to improve organizational performance. MSMEs that successfully adapt their structures, processes, and culture to support data analytics can achieve significant performance improvements, such as:

- **Improved Decision-Making:** Data-driven decision-making leads to more informed and accurate decisions, as it relies on real-time, relevant data rather than assumptions or outdated information (Choi et al., 2018).

- **Operational Efficiency:** By optimizing internal processes and resource allocation through data analytics, MSMEs can streamline operations and reduce inefficiencies, ultimately enhancing productivity and profitability (Schoenherr & Speier-Pero, 2015).
- **Customer Engagement and Market Responsiveness:** Data analytics enables MSMEs to better understand customer behavior, predict trends, and tailor their products or services to meet changing market demands (Wamba et al., 2015). This improves customer satisfaction and loyalty, while also allowing firms to respond more quickly to external market shifts.

Feasibility: Achieving performance improvements through data analytics is highly feasible for MSMEs, especially when incremental changes are made in response to organizational adaptation. The key is not necessarily investing in the most advanced data analytics tools, but rather ensuring that data-driven processes are integrated into daily decision-making and operational workflows (Sivarajah et al., 2017). Additionally, measuring and tracking performance metrics through data analytics allows MSMEs to continuously improve their operations.

CONCLUSION

The proposed conceptual model—linking data analytics adoption to job role transformation, skill requirements, organizational adaptation, and performance outcomes—provides a structured framework for understanding how MSMEs can leverage data analytics to improve business outcomes. While each component of the model presents its own challenges, the overall feasibility of this model is high, particularly given the availability of affordable data analytics tools, online training platforms, and scalable cloud-based solutions. For MSMEs, the key to success lies in strategically managing the transition to data-driven operations. By investing in skill development, promoting a data-driven culture, and adapting organizational structures, MSMEs can fully unlock the benefits of data analytics and enhance their competitiveness in today's data-centric business environment.

The adoption of data analytics is fundamentally changing the landscape of job roles and skill requirements in MSMEs. As these enterprises move towards data-driven decision-making, they face the challenge of transforming existing roles, creating new positions, and addressing skill gaps. While the road to full adoption may be fraught with challenges, the benefits of leveraging data analytics—improved efficiency, enhanced customer insights, and better decision-making—are immense. To succeed in this transformation, MSMEs must invest in training, implement scalable tools, and foster a data-driven culture. By doing so, they can unlock the full potential of data analytics and remain competitive in an increasingly data-driven economy.

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