



Transforming Automotive Workforce: Contemporary Pillars of The Employee Development

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ABSTRACT

Purpose – The research deals with the investigation of the contemporary pillars and trends in employee training and development practices with a primary focus on the automotive industry.

Aims(s) – The main objective of this research was to formulate the precise trends in formatting the current processes of automotive employee development.

Design/methodology/approach – The author adopted a qualitative research method to analyze contemporary trends in automotive. Eight semi-structured interviews were conducted with small, medium, and large companies to gain applicable outcomes. Following this step, the author categorized the results into five employee development pillars, demonstrating current trends.

Findings – The research outcomes indicate several critical insights from the semi-structured interviews. Based on the results, five primary pillars (trends) for automotive employee training and development were proposed. These findings can guide automotive enterprises in terms of designing effective training programs that manage present needs and future perspectives.

Limitations of the study – The study is exploring data and companies stated within the Central European region. Due to the various specifics, it will be beneficial to explore in-depth the data from other European regions to better understand overall consequences of employee development within the European automotive context. As well as, the study is based on the qualitative results, that may bring individual approach of specific managers. Hence, accomplishing by the quantitative method can support the data validity and value for nowadays business environment.

Originality/value – This study provides valuable outcomes to better understand the foundation of employee development in the automotive industry. As a result, this research addresses the current theoretical/practical gap in this field. The results of interviews conducted bring unique, diverse perspectives on the future direction of employee development in the automotive industry.

KEY WORDS

Training, development, automotive, learning, employee, industry

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1 INTRODUCTION

Current businesses across Europe are proactively scouring for possibilities to reach more profitable outcomes and competitiveness success in the market (Chapman et al., 2018; Zhang et al., 2023). Contemporary enterprises are forced to enhance diverse organizational processes to reach those ambitious objectives. One critical process is the development of the personnel or human resources development (HRD) actions (Sheehan, 2014). Those efforts not only positively affect the self-development of individual employees but also directly impact on the tendency toward achieving company objectives. Hence, exploration of subsequent vital topics, such as employee development, learning, and training, is especially crucial for comprehending the perception of the company's effectiveness and competitive perspectives. The employee development within organisations can be characterized as a core corner of company success, that supports various related processes, that have a direct impact on the enterprise stability (Kirilov & Kazakova, 2022; Ostin, 2023)

This research aims to specify contemporary pillars in employee learning and development programs, concentrating on the automotive industry. According to various authors, the automotive area represents a high value within the European business (Ayub & Kusumadewi, 2021; Hašková & Zatkálík, 2018; Mazurchenko & Zelenka, 2022). Due to those reasons a better understanding of employee development trends is essential to comprehend current HRD automotive directives. The move towards new tendencies and market trends simultaneously brings valuable advantages for the employee and the company (Deutscher & Braunstein, 2023; Mazurchenko & Zelenka, 2022). This research is forcing to understand the company's perceptions regarding the planning of employee development programs in terms of efficiently formatting and organizing subsequent learning paths, following current employees' demand and market trends within the industry. Based on those inputs, it would be possible to format basis for the following employee development activities. A special focus on the automotive industry is delivering valuable sources for this specific area, emphasising definitive characters of the employee development focus in nowadays rapidly changing environment (Hašková & Zatkálík, 2018; Mazurchenko & Zelenka, 2022; Travnícková & Maršíková, 2023).

2 LITERATURE REVIEW AND SECONDARY DATA ANALYSIS

Current business units within the automotive encounter various global challenges that impact numerous organizational processes. Due to those reasons, deep researching of the stated topic is crucial for understanding the proper direction toward effective employee development. Hašková and Zatkálík (2018) confirmed in their study that the automotive industry seeks diverse training approaches to meet global market changes. This indicates a gap in understanding how the employee development process should be structured, and which thematic directions recent training programs should approach (Aquino & Garcia, 2023; Ayub & Kusumadewi, 2021; Hašková & Zatkálík, 2018). Other significant findings were determined by another authors, Mazurchenko and Zelenka (2022). Those authors emphasized the influence of digitalization on the development of current training programs on the Czech automotive area (Mazurchenko & Zelenka, 2022). According to the authors, company digital readiness is bringing new styles of work, training methods, and contemporary trends for the employee's work-based development.

The contemporary automotive environment symbolizes a highly developing area investing in various research projects and process efficiency steps (Hašková & Zatkálík, 2018; Hojdík, 2021). Those investments bring massive potential for employees to enhance their skills and knowledge in various subjects (Canonico et al., 2018; Hojdík, 2021; Mohamed et al., 2012). Successive employee training and development within the automotive industry emphasizes the need to align employee skills with industry advancements. Furthermore, according to Stareček et al. (2023), developing employee skills in automotive is especially crucial to maintaining a sustainable work environment and future knowledge transition. Anika et al. (2023) prove this statement and mentioned that the automotive area is bringing a wide range of constant innovations, where the effective employee development process is vital for subsequent company effectiveness in the market. To navigate the dynamic of this specific sector, the employees should acquire the necessary skills and knowledge to deliver quality outcomes of their work (Anika et al., 2023; Stareček et al., 2023). Nevertheless, according to various authors, current entrepreneurial organizations in the automotive sector are trying to identify the balance between the stated employee development demand, adequate cost efficiency and the high quality of the development process (Canonico et al., 2018; Deutscher & Braunstein, 2023; Mazurchenko & Zelenka, 2022; Stareček et al., 2023). For these reasons, a deep exploration of current trends is significant to underline the industry's perception regarding employee development initiatives.

Based on the above-stated foundation and current literature review, it is possible to recognize the existing lack of research on the topic, concretely exploring automotive employee development necessities (Canonico et al., 2018; Hašková & Zatkálík, 2018). As human capital becomes more valuable for contemporary businesses, its development becomes more reasonable for achieving company effectiveness and competitiveness in the market (Chapman et al., 2018; Kacprzak et al., 2017; Kirilov & Kazakova, 2022; Yan Cheung & Chan, 2012). As was noticed, by Yamoah and Amoako (2024), the development of human capital is bringing a wide range of benefits for nowadays companies, including the direct effect on the employee performance execution (Yamoah & Amoako, 2024).

Current businesses are forcing to identify potential solutions on how to maximize their performances and make the processes more effective, as a results, employee learning and development are becoming crucial aspects to achieve those ambitious business goals (Choudhary & Pandita, 2024; Mohamed et al., 2012). One of the primary challenges facing the automotive industry in nowadays business environment is a gap of skills and competence development of its employees. Stawiarska et al. (2021) are emphasizing, that current employers in the automotive area identify the necessity to target their educational programs to bridge the gap of new trends interconnected with Industry 4.0 (Stawiarska et al., 2021). Furthermore, the integration of current technological trends, such as Artificial Intelligence (AI), virtual tools, and automation, into automotive processes is transforming the industry at an unprecedented pace. These advancements are not only enhancing efficiency and productivity but also reshaping traditional workflows, requiring professionals to continuously adapt to new methodologies, techniques, and skill sets. As AI-driven solutions, data analytics, and digital platforms become more deeply embedded in automotive operations, companies must invest in upskilling their workforce to ensure seamless adoption and maximize the benefits of these innovations. This shift highlights the growing need for flexibility, lifelong learning, and interdisciplinary collaboration in order to stay competitive in an evolving technological landscape (Lin et al., 2025; Stawiarska et al., 2021).

To better understand the perspective of employee development, the author employed several outcomes from the Eurostat Dataset database. Firstly, it was necessary to look deeper at the current type of training provided by enterprises. For those purposes, the author selected all available Continuous Vocational Training Surveys (concretely the datasets from 2010, 2015, and 2020). Following this, the author screened the results of economic activities based on the NACE classifications to gain data only from the Industry sector of economics. Furthermore, the author filtered data from the 27 European Union countries to better understand the European perception. Based on the results, it was possible to prepare Table 1., representing primary consequences from the secondary data analysis.

Table 1. Enterprises providing training by the type (% of all enterprises)

Type of Employee Development	2010	2015	2020
Continuous Vocational Training courses (internal)	30,6%	35,6%	38,7%
Continuous Vocational Training courses (external)	44,5%	53,6%	50,3%
Guided-on-the-job training	31,8%	42,7%	46,7%
Training at conferences, workshops, lectures	30,4%	34,7%	27,2%
Self-directed learning	8,8%	13,9%	26,2%

source: Authors own elaboration based on data from Eurostat Database

The stated results positively confirm the results within the literature review that current organizations are shifting their perspectives and directions toward new trends, including the digitalization of various processes (Mazurchenko & Zelenka, 2022; Melnychenko et al., 2021; Ostin, 2023; Travnickova & Maršíková, 2023). According to Table 1, current businesses are starting to prefer internal training, compared to outsourcing and external providers. Those steps align with company perceptions toward the cost efficiency of employee development programs. Furthermore, contemporary businesses utilize external events and workshops less than in previous decades. On the opposite side, the same enterprises are forced to develop a self-learning mindset for their employees, including several on-the-job training measures such as employee guided development (Karakas & Manisaligil, 2012; Lapteva et al., 2019; Travnickova & Maršíková, 2023). The analysis of Eurostat's secondary data provides a valuable basis for investigating the subsequent research objectives.

3 RESEARCH DESIGN AND METHODOLOGY

The research aims to comprehend critical trends and current pillars of employee development, focusing on the automotive industry. To gain relevant consequences, the author's main focus was oriented on the identification of answers to the following research questions:

- 1) RQ1: What are the current pillars shaping contemporary employee development and training in the automotive industry?
- 2) RQ2: What advantages can current enterprises gain by orienting their training programs around these pillars?

To achieve the research outcomes and understand more in-depth training and development trends within the automotive industry, a qualitative methodology was applied, namely semi-structured interviews. This method enabled the author to concentrate on the specific dimensions of employee development that stand out among eight automotive organizations in the European region. The detailed characteristics and profiles of interviewed companies are demonstrated in Table 2. Eight semi-structured interviews were conducted with human resources specialists or either with a manager responsible for the learning and development process within a definite organization. To maintain anonymity, the author marked the company names with numbers (Company 1 - Company 8).

The semi-structured approach was chosen to obtain more detailed information and company perception regarding the contemporary trends in automotive employee development processes. The related questions were prepared based on the conducted literature review and reflected existing literature outcomes. Company selection was conducted based on organization size and value presence in Central Europe. The interviews were conducted with small, medium, and large companies to better emphasize current trends within the automotive industry on different business levels.

A portion of the semi-structured interviews was conducted in 2023 as part of fulfilling the internal grant foundation's goals in cooperation with other relevant researchers. All involved companies are entrepreneurial within the automotive industry, directly or indirectly delivering particular services and products within this specific sector. The interviews were performed by the second half of 2023 and the first quarter of 2024. On average, each interview lasted approximately 40 minutes. To ensure the accuracy of the collected information, all responses were recorded, that allowed for a more detailed subsequent analysis. After each interview, the recorded responses were transcribed into text format and translated from Czech to English. This step facilitated further examination. The next crucial step involved coding and analyzing of the collected data in order to identify key themes and better understand relevant implications. This process helped in structuring the findings systematically. Subsequently, the data was carefully sorted. In terms to highlight similarities and differences across responses comparative tables were created. Additionally, efforts were made to identify interconnections between participants' answers, allowing for a deeper interpretation of the gained results.

4 RESEARCH RESULTS

The qualitative approach allowed the author to sufficiently understand the current possibilities within the automotive employee training and development dimension. Table 2. demonstrates valuable results and describes current employee development direction within the automotive industry. The identified and subsequently classified dimensions demonstrate valuable insights that shape the current picture of employee development in the contemporary automotive environment. All respondents interviewed provided valuable answers that emphasized actual trends in the industry. Their responses have been classified into compositions, each representing a tendency within the respective enterprise. The outcome is comparable between the different companies. Despite the variation in employee numbers, several common trends unify all the reviewed enterprises. Specifically, these common pillars are applicable regardless of an enterprise's size. This consistency suggests that these imperatives are current and critical to maintaining competitiveness and facilitating innovation across the industry.

Table 1. Semi-structured interviews outcomes and company trends

Companies	Number of employees	Interviewee	Current T&D practices besides mandatory required courses
Company 1	1,500	HR specialist	Continuous Improvement,
			Train the trainer approach
			Advanced Leadership Development
Company 2	1,100	L&D specialist	Corporate Values Integration
			Executive Leadership Training
			Specialized Product Knowledge and Professional Development
Company 3	300	HR specialist	Language skills
			Technical Skills and Industry-Specific Knowledge
			Leadership Excellence Initiatives
Company 4	350	HR specialist	Comprehensive Leadership Programs
			Language Proficiency Courses
			Digital Competency Training
Company 5	8,000	L&D specialist	Product specific trainings
			Train the trainer
			Essential Soft Skills Workshops
			Language and Cultural Diversity Training
			Contemporary concepts (eMobility, Connectivity, Digitalization)
Company 6	2,000	L&D specialist	Embedding Company Values
			Leadership Development Series
			Industry-Specific Product and Knowledge Training
			Emotional Intelligence and Soft Skills Programs
Company 7	70	HR specialist	Language Skill Development
			Digital Transformation and Emerging Technologies Training
			Leadership Adaptation for Emerging Challenges
			Training in IT Tools and Digital Solutions
Company 8	60	L&D specialist	Unique Selling Points of Products Exploration
			Interpersonal and Communication Skills Development
			Automotive Product and Service Expertise
			Training on Contemporary Trends and Digital Innovation

source: Authors own elaboration

According to Table 2., five crucial pillars have been formulated. The first pillar is representing as “Leadership Development.” Organizations such as Company 6 and Company 2 are adjusting current leadership courses for managers to address new challenges. This approach allows them to maintain an up-to-date knowledge base of their leaders. The results emphasize the importance of equipping current and new managers with leadership skills to ensure the company's competitiveness and success in the market. Developing leaders within organizations is always a beneficial acquisition that brings several valuable outcomes for the company's success and growth. Due to those reasons, this trend is continuing to be significant for present organizations, including the automotive industry business.

The second and third identified pillars are “Technical and Professional Skills” and “Soft Skills and Personal Development.” Apart from current digital trends described in the literature, it is still possible to identify a concrete balance between hard and soft skills development. According to the Learning and Development manager from the Company 5, the present proportion may be illustrated as 70 % to 30 %, where the primary share of the courses is oriented toward soft skills development. Nevertheless, developing those soft skills is extremely important for forming direct hard skills and knowledge of the employees. According to the company representative and based on their practice, this ratio enables the organization to approach both directions more efficiently and improve interpersonal knowledge across different employee segments. Based on the interview results, it is feasible to define that hard skills include not only the typical development of technical skills and industry-specific knowledge but also cover language proficiency courses and several cultural diversity training, as defined by Company 3-5 and Company 7.

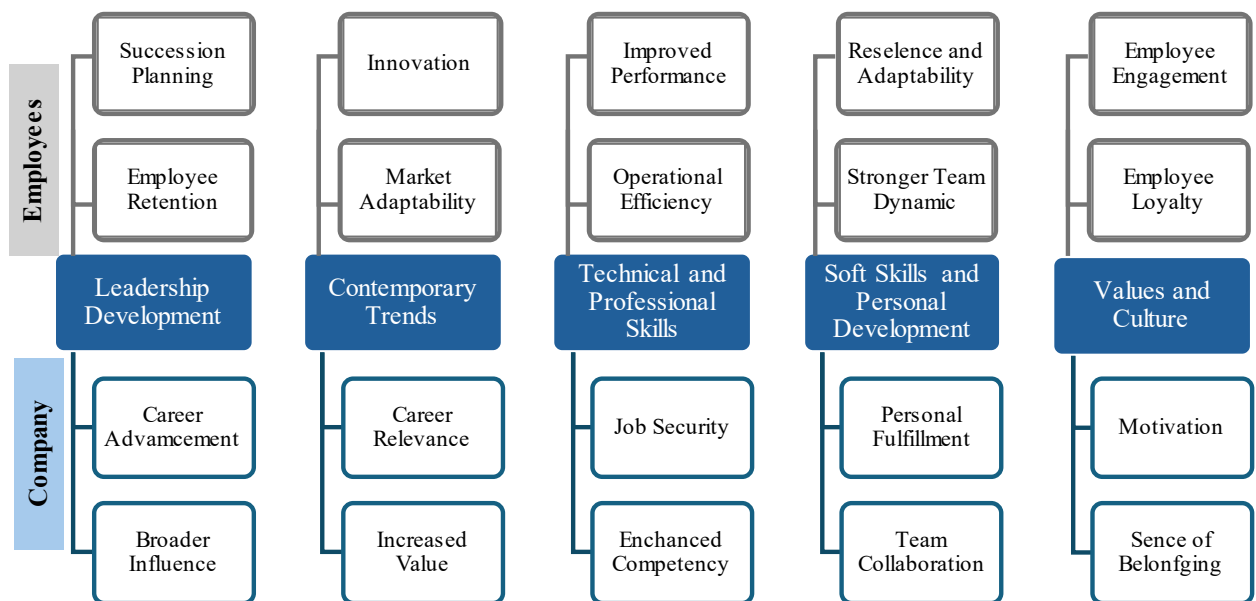
The fourth key pillar, “Contemporary Trends,” includes the discovering of digital solutions and the usage of artificial intelligence tools to keep pace with technological progress. It also includes adopting and learning agile approaches for project management effectiveness and team collaboration. Those contemporary trends bring up-to-date information and practices to comprehend diverse processes and make them more efficient. Most of the interviewed company representatives stated that businesses seek to incorporate

information technologies and various contemporary digital solutions not only for cost efficiency reasons but likewise to support employees in distinct work activities. Human capital is becoming the most valuable factor in present economics. Due to these reasons, the direct involvement of contemporary trends and digital solutions enables companies to transfer human factors towards more valuable work activities.

The final pivotal pillar is “Values and Culture,” emphasizing an individual approach toward the company. This trend is formatting internal culture that develops internal trainers to sustain and reproduce the training culture. This approach facilitates current businesses in forming a culture of knowledge transfer among the employees. This practice brings not only the related financial benefits but also formatting the interpersonal relations between employee segments due to direct and closer interactions. According to Company 8, this tendency also forces current businesses to renew the fundamentals of organizational values and cultural elements. As soon as it is integrated into everyday practices and interactions, businesses can build a robust organizational culture, which is a key to winning and retaining employee loyalty. This alignment between company values and employee knowledge is crucial for enhancing trust and driving long-term success by stimulating employee engagement in a competitive environment.

Hence, based on the above-stated pillars, it is possible to identify several benefits relevant for both the employee and the company. In terms of illustrating certain advantages, the author proposed an interconnected demonstration. Figure 1 represents valuable consistencies related to the specific employee development pillars in the automotive industry. This visual expression emphasizes how these pillars not only support employees' growth and skill enhancement but also fulfil the company's strategic intents.

Fig 1. Interconnected demonstration of benefits based on proposed pillars



source: Authors own elaboration

Figure 1 is structured around clearly defined pillars and their corresponding beneficial outcomes. This framework presents a dual perspective, offering a deeper validation of the key employee development pillars identified in the research. On one hand, it highlights the direct benefits for employees, such as skill enhancement, career progression, and increased job satisfaction. On the other hand, it emphasizes the strategic advantages for companies, including higher employee retention, improved organizational performance, and a more adaptive workforce.

By illustrating this dual viewpoint, Figure 1 provides a comprehensive understanding of how structured employee development initiatives can create a beneficial impact—supporting both individual growth and overall business success. This alignment between employee aspirations and organizational goals underscores the importance of investing in well-designed training and development programs. Proposed structure of five primary pillars should support formation of employee development programs, including the proposal for future direction, design of the concrete training, its following execution and

evaluation of conducted development activity. More structured approach and pillars basis equip companies with more valuable attitude toward the development of human capital in their automotive business.

5 PRACTICAL RECOMMENDATIONS FOR HR MANAGERS

The key pillars in the previous chapter, as resented in Figure 1, demonstrate the current and future directions of HR managers and learning specialists in companies. Hence, based on those findings, it is possible to follow practical recommendations outlining how current businesses, especially in the automotive industry, efficiently implement the five key pillars into their training programs. These recommendations aim to bridge the gap between theoretical explanations within the first chapter of this article and practical outlines, offering concrete steps and solutions to the HR area of the automotive environment to enhance effective employee development.

Leadership development was highlighted as a key priority by most of the interviewed companies. The practitioners emphasized the importance of leadership excellence for achieving organizational goals effectively and the need for well-structured leadership programs to keep these skills up to date. Based on this, companies are recommended to focus on structured mentorship programs that pair emerging leaders with senior executives to provide guidance and hands-on learning opportunities. Leadership rotation, which assigns temporary leadership roles in different departments, helps build diverse managerial skills. Additionally, ongoing evaluation through post-training assessments and leadership performance tracking ensures continuous improvement. As a best practice, Company 1 can be highlighted for its "Train the Trainer" approach, which ensures effective knowledge transfer while also serving as a mentoring method to develop personal competencies. Furthermore, Company 4 and Company 6 have comprehensive leadership programs designed to facilitate structured development, ensuring efficient knowledge transfer and maintaining leadership growth in alignment with evolving company objectives and industry trends. An interviewee from those companies highlighted that participation in leadership training led to faster promotions and higher engagement in cross-functional projects.

Technical and professional skills are a well-known pillar that emphasizes the need for executing specific tasks. However, with evolving industry changes, shifting customer expectations, and advancements in technology, the approach to this pillar can be refined and improved. The interview results revealed that adapting to emerging industry trends remains a key concern. For instance, Company 5 provides product-specific training to ensure employees stay up to date with industry developments. Company 3 and Company 6 focus on industry-specific training to support continuous professional growth, while Company 7 and Company 8 offer training in IT tools and digital solutions to facilitate digital transformation. These initiatives reflect the integration of current industry trends into the employee development process. To further enhance this approach, businesses may consider incorporating hands-on training sessions with real-life applications. Additionally, cross-departmental knowledge sharing can foster learning across different teams, while competency-based training programs can be designed to focus on critical industry skills, ensuring employees are equipped to meet evolving demands.

Personal development plays a crucial role in helping employees become individuals while still being part of a collective group within the automotive environment. Based on the research results, it is essential to highlight that soft skills, emotional intelligence, and communication are critical yet often under-prioritized in structured development plans. Three out of the eight companies emphasized the importance of soft skills orientation, recognizing that the development of these skills is becoming a primary focus, even within the technical aspects of employees' professions. For instance, Company 8 concentrates on developing interpersonal and communication skills to enhance collaboration, while Company 6 incorporates emotional intelligence programs into its development strategy. Company 5 conducts essential workshops focused on soft skills to improve communication abilities. These workshops regularly train employees in communication, negotiation, and teamwork. Additionally, emotional intelligence training integrates self-awareness and interpersonal relationship development, while diversity and inclusion training promotes inclusivity through targeted learning initiatives.

Digital transformation and emerging technologies were recognized by almost all interviewed companies as essential competencies for adopting newly developed skills and efficiently managing work tasks. Continuous digital upskilling regularly updates training modules to incorporate new digital tools. Hands-

on training in IT and digital solutions provides practical workshops, while the integration of AI and automation training educates employees about the impact of automation. Cross-functional digital training encourages employees from different departments to develop digital fluency.

Corporate values and cultural alignment are recognized as essential for embedding corporate values into employee training; however, companies often struggle with consistent integration. Based on the results, it is possible to focus on value-based training programs that align learning modules with the company's mission, ensuring that each step taken by individual employees supports this agreed-upon direction. Furthermore, the real-life application of corporate values encourages employee-driven initiatives. Leadership-led culture development ensures that senior leaders actively reinforce company values. For example, Companies 5, 6, and 8 connect employees with brand values through the exploration of unique selling points of their products.

By implementing these recommended approaches, companies can enhance employee development, improve organizational performance, and maintain competitiveness in an evolving industry.

6 DISCUSSION

By providing this extensive investigation, the research operates as a vital framework for understanding contemporary development pillars and their impact on individual and corporate success. While companies prioritize leadership development, employees expressed concerns about a lack of structured follow-up, indicating a need for ongoing assessment mechanisms. This study's results revealed several valuable outcomes for dual perception – employee and company. The proposed pillars bring a wide range of beneficial ideas that can support current companies with effective training program formation. The five pillars of employee development represent crucial contemporary directions toward the effectiveness of several company processes, including the Human Resources Development steps. The first pillar is in accordance with the existing literature, which confirms the vitality of leadership development. This pillar represents a stable direction crucial for all companies for decades. Leadership development supports companies in stabilizing succession plans, planning employees, and improving overall employee performance. The investigation of several authors also supports those perspectives (Bouma et al., 2023; Shvetsova et al., 2021; Tasmin et al., 2020).

Another two identified pillars concentrate on investigating the soft and hard skills of the employees. The perception has completely changed over the past decades, and current businesses focus more on developing soft skills. This approach is improving both directions – complex knowledge, necessary to execute daily work activities, and soft knowledge, that are supporting various execution of the processes and increases their effectiveness. This shift towards the soft is characterized by many authors, emphasizing the significance of the development of soft skills to enhance process success, employee engagement, satisfaction, and loyalty (Akla & Indradewa, 2022; Changkajonsakdi & Kaewkuekool, 2019; Murga-Menoyo & Novo, 2014). As a result, dual development of both directions in certain balance brings valuable outcomes for the companies in the form of improved performance, team dynamic, adaptability, and operational efficiency of various processes (Abdullah & Sofian, 2012; Chiaburu & Marinova, 2005; Junianti et al., 2023).

The subsequent pillar is contemporary trends that positively influence the overall company dynamic and the development of diverse strategies. Implementing various digital solutions and information technologies, as well as providing that knowledge to employees, is vital to maintaining a competitive advantage in the market and developing various processes in the organization (Mazurchenko & Zelenka, 2022; Melnychenko et al., 2021). This pillar represents a completely new perception of employee development trends. Contemporary solutions are bringing new approaches towards the process's effectiveness and delivering new steps to improve them. For these reasons, implementing and utilizing those trends are valuable and beneficial for current businesses in terms of increasing the company's value and adapting it to market trends (Brodny & Tutak, 2022; Choudhary & Pandita, 2024).

The last pillar was characterized as the values and culture of the company. Today's employees demand valuable and meaningful tasks aligning with their values and perceptions. For this reason, training on company values is crucial to increasing employee loyalty (Murga-Menoyo & Novo, 2014). Companies can promote a more profound sense of belonging and commitment by ensuring employees understand and resonate with the organization's core values. This approach can positively influence employee retention

and reduce fluctuation, ultimately contributing to a more stable and motivated workforce within the company (Jayathilake et al., 2021). Furthermore, enterprises direct employee orientation towards the company's strategy fulfilment by training them in company culture and value tendencies (Ayub & Kusumadewi, 2021; Brassey et al., 2019).

6.1 LIMITATIONS AND FUTURE DIRECTIONS

This research has certain limitations that should be acknowledged to provide a comprehensive overview. The data primarily derive from qualitative methods based on interviews with eight companies. While a quantitative approach could offer statistical validation, the qualitative insights gained in this study reveal deeper, context-specific challenges and best practices that might be overlooked in survey-based research. Another limitation is the focus on the Central European region, where all interviews were conducted. The automotive industry in Central Europe serves as a vital production hub, and its workforce dynamics reflect broader European trends. Many global automotive firms operate in this region, making the findings relevant beyond Central Europe. Nevertheless, it is essential for future research to explore automotive enterprises in other European countries and globally to compare and validate the findings across diverse contexts.

7 CONCLUSION

The research unveiled five primary pillars for employee learning and development within the automotive industry. Based on the interviews, it is possible to determine that Leadership Development, Technical and Professional Skills, Soft Skills and Personal Development, Contemporary Trends, and Values and Culture are critical themes for employee program formation. Those five directions should support current automotive enterprises to implement effective assembling of employee development paths into their strategies and development objectives. Proposed pillars can be utilized by automotive enterprises as characteristics of each role formation and better focus of the employee development expectations. Precise orientation on the specific pillar deliver more profound and exact directions for human resources departments and learning academies. Consequently, this shift should enhance the company's overall development potential.

Furthermore, the research findings propose a framework that automotive companies can utilize to design, develop and subsequently implement their training programs. By aligning workforce development initiatives with these foundational pillars, businesses can ensure that employees are adequately equipped to adapt to industry advancements, technological shifts, and emerging challenges. Proposed pillars are supporting both parties – the employer with future directions and the employees with their potential of individual development within enterprise. This structured approach fosters a culture of continuous learning, ultimately enhancing organizational agility, competitiveness, and long-term sustainability of employee competences and skills.

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