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# Learning and Development Perspectives in a Post-Soviet Public Sector

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## **Abstract**

The importance of lifelong learning has become increasingly recognised. However, employee perspectives on lifelong learning and development within public sector organisations remain understudied, especially in the post-Soviet context. The purpose of this research is to determine employees' level of awareness of lifelong learning and to explore perceptions of its broader application. The research addresses the following question: To what extent are participants aware of lifelong learning, and what factors shape this process? The study is based on qualitative research and was conducted using semi-structured interviews. The participants were leaders and employees across departments of the public education sector. Data were analysed using content and thematic analysis methods. The results suggest that the participants are predominantly committed to their professional development and learning goals. Despite existing similarities in the views of leaders and employees on several aspects of lifelong learning, they approach the importance of this phenomenon differently. The findings reveal that lifelong learning is not solely driven by personal initiative but also dependent on a consistent support structure. While improved organisational communication and leadership support were viewed as the main factors positively affecting the learning process, heavy and unanticipated workload, bureaucracy, and time restrictions were cited as challenges undermining professional growth. The study findings contribute to the literature in a context that has received limited scholarly attention and highlight the key role of sustained organisational support in promoting lifelong learning initiatives.

**Keywords:** Leadership Support; Learning Environment; Lifelong Learning; Organisational Culture; Professional Development