

## Propositions

- 1). Developmental proactivity refers to a stable individual disposition rather than a malleable employee characteristic (chapter 2).
- 2). Professional ability – being able to confidently perform one’s present job – is a critical condition for senior employees to protect themselves against a salary loss, demotion and unemployment (chapter 3).
- 3). Motivational theories used to explain employees’ employability – defined in terms of learning and skill acquisition – also can help explain employees’ willingness to mentor (chapters 2 and 4).
- 4). High-quality mentorships provide the impetus to manage expert knowledge in the organisation (chapter 5).
- 5). Senior employees tend to be reluctant to proactively learn in their present jobs (chapter 2).
- 6). Flexible work arrangements should be considered means not goals of organisational competitiveness.
- 7). Data science and statistics are not necessarily the same.
- 8). Non-significant findings are as meaningful as significant ones in advancing scientific inquiry.
- 9). Job retention as HR strategy will soon take precedence over recruitment.
- 10). “If opportunity doesn’t knock, build a door”. - Milton Berle.
- 11). Simultaan een dissertatie schrijven is een ultieme vorm van partnergeluk.