



EMPLOYEE PARTICIPATION IN DECISION MAKING, PSYCHOLOGICAL OWNERSHIP, AND KNOWLEDGE SHARING: MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT IN THE GAMBIA CIVIL AVIATION AUTHORITY (GCAA)

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ABSTRACT

This research explores the connections between employee participation in decision-making, psychological Ownership, and knowledge sharing, with organizational Commitment as a mediating variable in the Gambia Civil Aviation Authority. Driven by the necessity to tackle knowledge management issues and the scarcity of empirical studies in The Gambia, this research examines how boosting employee engagement and feelings of Ownership can promote knowledge sharing by enhancing organizational Commitment. A quantitative research method was utilized, employing structured questionnaires given to the Gambia Civil Aviation Authority staff. Data was examined through structural equation modeling to evaluate direct and mediated connections between variables. The findings indicate that employee involvement in the decision-making process and psychological Ownership significantly and positively affect Commitment to the organization and knowledge sharing. Moreover, organizational Commitment positively influences knowledge sharing and mediates between employee participation or involvement in decision-making and psychological Ownership regarding knowledge sharing. These results emphasize the importance of involving employees in organizational procedures and fostering their sense of Ownership to tackle obstacles to knowledge sharing. Practical implications indicate that the Gambia Civil Aviation Authority and comparable organizations should emphasize participatory management approaches and psychological empowerment techniques to cultivate a culture of dedication and ongoing knowledge sharing, essential for operational effectiveness, innovation, and sustainable development. This research helps address the knowledge gap in African aviation organizations and offers a framework for improving knowledge sharing in environments with limited resources.

Keywords: *Employee participation in decision-making, psychological Ownership, organizational Commitment, knowledge sharing*

Introduction

Organizations in the 21st century must adapt their policies and strategies considering globalization, heightened competition, technological improvements, and the rapidly aging population (Mahajan & Sharma, 2022). To achieve sustainable development, organizations must embrace creative knowledge management strategies. Knowledge sharing is one of the best ways





to effectively cultivate knowledge management practices in an organization (Odunladi & Olakunle, 2023). Researchers began to pay attention to the value of knowledge for worldwide organizational development in the late 1990s. A society's ability to create, process, and apply knowledge to daily life is essential to organizational development (Internacionais & London, 2023). Nowadays, knowledge is regarded as a necessary production component in an organization, much like labor, money, and land. Knowledge is a blend of experience, contextual knowledge, and expertise that provides a framework for calculating or evaluating and absorbing new information and experiences, according to Shah and Kant (2020). Organizations divide knowledge into two categories: explicit knowledge and tacit knowledge. Chien (2012) Implicit knowledge includes specialized knowledge, best practices, intuitions, heuristics, and practical skills. It is personal in origin, context, and job-specific, inadequately documented, and highly operational in the possessor's mind, making it challenging to record, transfer, and share (Zieba, 2024).

Employee participative decision-making

One management technique that has been shown to affect performance, Commitment, attrition, motivation, satisfaction, and extra productivity is employee participatory decision-making (Elele et al., 2010). Innovation is closely related to employee happiness, turnover, organizational performance, and devotion. Including workers in decision-making will encourage employee creativity since it lowers attrition and improves organizational performance, employee engagement, and employee happiness. Originality and creativity are said to be impacted by introducing workgroup engagement (Valverde-Moreno et al., 2021). Burton & Culham (2021) state that organizational involvement affects employee creativity. Workers who participate in decision-making are dedicated to their jobs and the organization and have a positive attitude. Work happiness significantly impacts employee creativity; job accomplishment and decision-making involvement correlate strongly. There is a correlation between employees/workers' participation in decision-making and organizational success. Participation/ involvement in decision-making boosts employee satisfaction and increases productivity and profits. Organizational decision-making has traditionally been the priority of top-level management, without the participation of lower-level management leaders, who must ensure that these decisions are carried out (Giermindl et al., 2022).

Psychological Ownership: General Overview

According to (Li & Atkinson, 2020), psychological Ownership plays a critical role in the competitiveness of organizations. There is a theoretical suggestion that having formal Ownership could lead to positive attitudes and behaviors due to the psychological sense of Ownership (Hao et al., 2024). Additionally, Jeswani et al. (2012) propose that psychological Ownership could be crucial to an employee's connection to the organization. Psychological Ownership is rooted in various academic disciplines such as psychology, philosophy, sociology, and human development (Profile, 2024). Prominent works in this area focus on the distinction between self and non-self-regions (Culpepper et al., 2004), the objective and tangible subjective aspects of Ownership (Baykal & Bayraktar, 2022), the formation of ownership attitudes towards objects in the self-region, and the psychology of possession (Martinaityte et al., n.d.). Literature





shows that psychological Ownership has been studied from philosophical, clinical, and empirical perspectives, indicating that possession is deeply ingrained in human nature and is a universal trait. In line with Hamrick et al.'s (2024) viewpoint, individuals often have a psychological connection between themselves and possessions like their homes or cars. (Jami & Kouchaki, 2021) and (Dirik, 2016) state that possessions are significant in forming the identity of the individual owner, becoming an integral part of their extended self. Possession Way (Larik, 2023) stated that possession is one of the three aspects of personal existence and that all an individual owns reflects their essence, defining them by their possessions.

Organizational Commitment

The strong word "organizational commitment" refers to an employee's sense of affiliation and belonging to their employer (Hadi & Tentama, 2020). Employees' or workers' commitment to their organization is difficult to quantify as an intangible that cannot be physically seen or experienced. It can be measured if a startling negative circumstance is created in the workplace. How employees or workers of that specific organization respond to it can be observed. Either they will remain committed and steady to their employment or stand up to and want to leave the organization (Kerns & Rorholm, 2019). Organizational Commitment is not a one-day handle. It takes months and, sometimes, a long time to go through the representatives for a lifetime, which is not a straightforward process. Knowing that employees or workers work for cash and advancement ability is vital. An employee or worker can never work as a volunteer for the rest of his/her life. Subsequently, it is crucial to know why a person will adhere to an organization for a long time (Widodo et al., 2025). When an organization considers its capability and contracts individuals who suit the position, it considers its advantages in enrollment preparation.

Knowledge Sharing

According to Zuhier and Almomani (2019), knowledge is information in action. In particular, the definition of "working knowledge" that has ever been given (Lin et al., 2012) sees knowledge in organization it sets as a "fluid mix" that includes a framework of experience, skill, knowledge, value, contextual information, and expert insight that offers a framework for assessing and incorporating tangible new information and experiences. Our study suggests that knowledge sharing should include documentation of information, technical reports, professionalism, know-how, and where it should be. Based on that knowledge retrospection, we suggest not differentiating the willingness to share mechanisms from tacit to explicit ones in such organizational settings. Many are spread across the continuous spectrum from implicit to explicit. Organizational subunits exchange technology, expertise, and knowledge via knowledge sharing (Shujahat et al., 2019). A department or organization's general ideas or practices around sharing employee knowledge, experiences, and abilities are called knowledge sharing

Research Methodology

Location and Research Object



Employee participation or involvement in decision-making and psychological Ownership: The mediating role of organizational Commitment in the Gambia Civil Aviation Authority was the subject of this study, which was carried out in the Region of the West Coast of the Gambia as a town with the long-term development theme, "Islamic Smart Town," by distributing questionnaires. Knowledge sharing (Z), organizational Commitment (Y), employee involvement in decision-making (X1), and psychological Ownership (X2) are the factors in this research.

Conceptual Framework of the Study

The independent variables are psychological Ownership (PO) and employee participation or stepping into decision-making. The mediator variable is organizational Commitment (OC), and the dependent variable is knowledge sharing (KS). This approach examines how employee stepping in decision-making and psychological Ownership affect workers' creativity directly (c1 and c2) and indirectly (b) via organizational Commitment. The impact of Staff or employee involvement in decision-making on organizational Commitment will be shown in route A1, and the effect of organizational Commitment on knowledge sharing will be demonstrated in path B. We will indirectly impact on employee involvement in information sharing and decision-making by increasing routes A1 and B. Similarly, the impact of psychological Ownership on organizational Commitment is shown by a2, and the indirect effect of psychological Ownership on organizational Commitment is shown by multiplying a2 by b. To determine the direct and indirect impacts of independent variables and assess the importance of the effects in the process, we will use the methodology created by Ghosh and Swamy (2014), **Error! Reference source not found.**

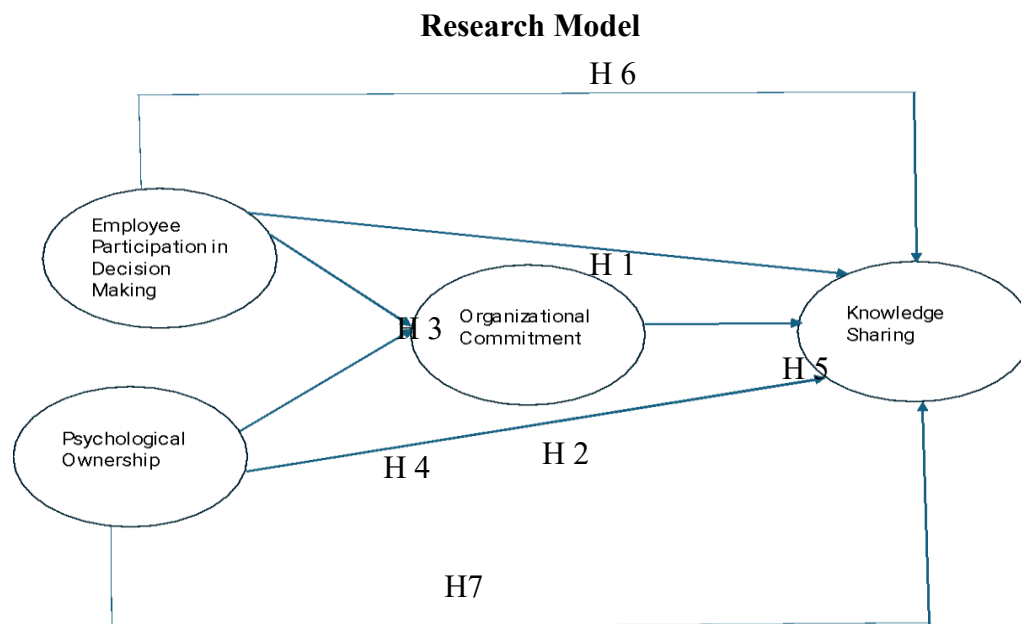


Figure 1: Conceptual Framework of the study



Hypothesis

Direct Hypothesis

Based on the figure above, the direct hypothesis of this study is as follows:

Employee participation in decision-making makes them feel more appreciated and linked to the organization's objectives. When workers are engaged in important decisions that affect their tasks, it promotes a feeling of independence and accountability, resulting in increased engagement and trust. Employees who feel their contributions are valued build deeper emotional and professional connections to the organization. This hypothesis suggests that engaging employees in decision-making can greatly enhance organizational Commitment by increasing work satisfaction and lowering turnover intentions (Ridwan et al., 2020).

H1: Employee participation in decision-making affects Organizational Commitment in the Gambia Civil Aviation.

Psychological Ownership arises when employees cultivate an emotional bond and personal Commitment to their organization. This sensation frequently occurs when workers believe their input significantly influences the organization's success and possess autonomy over tasks. This feeling of Ownership motivates employees to harmonize their efforts with company goals, promoting Commitment and loyalty (Grego-planer et al., 2023). This hypothesis emphasizes the significance of psychological Ownership as a vital element in boosting organizational Commitment since employees tend to put in extra effort for an organization to which they feel a personal attachment (Goyal, 2024).

H2: Psychological Ownership Affects Organizational Commitment in the Gambia Civil Aviation.

Involving employees in decision-making fosters an open and cooperative workplace where information circulates more readily. When employees feel encouraged to participate in organizational decisions, they are more inclined to share their ideas, insights, and experience with their teams and management. This cooperative environment promotes the creation of new insights and improves organizational learning. This hypothesis indicates that participative decision-making fosters knowledge-sharing as staff members become more inclined to engage in collective problem-solving and innovative initiatives. (Nazarian et al., 2024).

H3: Employee participation in decision-making affects knowledge sharing in the Gambia Civil Aviation.

Psychological Ownership motivates employees to work in the organization's favor, frequently leading them to share important information and skills. When workers perceive a personal investment in the organization's achievements, they will likely participate in knowledge-sharing activities to assist their peers, and the organization will reach its objectives. This hypothesis claims that psychological Ownership enhances employees' knowledge-sharing





behaviors by fostering a sense of responsibility and accountability toward the organization's success (Verkuyten & Martinovic, 2017).

H4: Psychological Ownership affects knowledge sharing in the Gambia Civil Aviation.

Organizational Commitment fosters employees' feelings of belonging and loyalty, inspiring them to participate in actions that benefit the organization, such as sharing knowledge. Dedicated employees see knowledge as a shared asset that can propel the organization's development and achievement. This hypothesis indicates that when employees are highly devoted to their organization, they are more inclined to voluntarily share information and work with their colleagues to reach shared objectives (Saad et al., 2021).

H5: Organizational Commitment affects knowledge sharing in the Gambia Civil Aviation.

Indirect Hypothesis

The figure above, the direct hypothesis of this study is as follows:

This proposition suggests that the connection between employee involvement in decision-making and knowledge sharing is influenced by organizational Commitment (Rodrigo et al., 2019). When employees participate in decision-making, their feeling of belonging and dedication to the organization grows. This increased dedication, consequently, encourages them to exchange information and work together with others to advance the organization's goals. The indirect impact emphasizes the vital importance of organizational Commitment in transforming participatory decision-making into beneficial knowledge-sharing results (Hendri, 2019).

H6: Employee participation in decision-making directly affects civil aviation through Organizational Commitment.

The concluding hypothesis highlights that the connection between psychological Ownership and knowledge sharing is influenced by organizational Commitment. When workers cultivate a deep sense of Ownership regarding their tasks and the organization, they tend to demonstrate increased Commitment (Masnita et al., 2019). This enhanced organizational Commitment promotes a cooperative atmosphere where employees are encouraged to exchange knowledge and ideas. The intermediary function of organizational Commitment highlights its significance in improving the connection between psychological Ownership and knowledge-sharing actions, ultimately aiding organizational development and innovation (Asatryan et al., 2013).

H7: Psychological Ownership indirectly affects Gambia Civil Aviation knowledge sharing through Organizational Commitment.

Results and discussion

The independent variable in this study is employee participation in decision making, which is divided into two dimensions, each of these dimensions has an indicator. The two dimensions consist of employee participation in decision making, and psychological ownership. Since employee participation in decision making might be separated into two dimensions



(multidimensional) or simply one dimension, the next step is to test this hypothesis (unidimensional). As a result, first and second order analysis tests are required.

Figure 1: Measurement Model Analysis

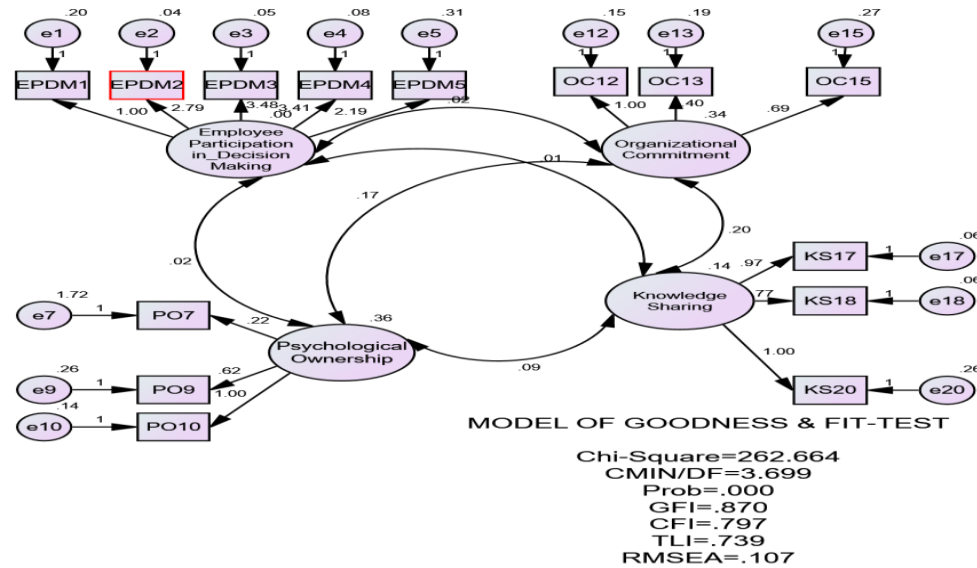


Table 1 Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
EPDM1 <--- Employee_Participation_in_Decision_Making	.148
EPDM2 <--- Employee_Participation_in_Decision_Making	.666
EPDM3 <--- Employee_Participation_in_Decision_Making	.732
EPDM4 <--- Employee_Participation_in_Decision_Making	.622
EPDM5 <--- Employee_Participation_in_Decision_Making	.254
PO10 <--- Psychological_Ownership	.850
PO9 <--- Psychological_Ownership	.592
PO7 <--- Psychological_Ownership	.103
OC12 <--- Organizational_Commitment	.832
OC13 <--- Organizational_Commitment	.468
OC15 <--- Organizational_Commitment	.611



	Estimate
KS17 <--- Knowledge_Sharing	.827
KS18 <--- Knowledge_Sharing	.768
KS20 <--- Knowledge_Sharing	.593

The figure titled "Model of Goodness and Fit-Test" and the accompanying Figure 1: Measurement Model Analysis and

Table 1 Standardized Regression Weights: (Group number 1 - Default model) provide a detailed assessment of how well the theoretical model fits the empirical data collected from the Gambia Civil Aviation Authority (GCAA). These standardized regression weights represent the empowerment of the relationship between each observed variable (EPDM1 or PO10) and its underlying latent construction (Employee Participation or involvement in Decision Making or Psychological Ownership). Values closer to 1 indicate a stronger, more reliable relationship, while lower values suggest a weaker association. In the area of Employee Participating or taking part in Decision Making (EPDM), the items EPDM3 (0.732), EPDM2 (0.666), and EPDM4 (0.622) emerge as strong indicators, meaning they effectively capture how employees engage in decision-making processes within GCAA. On the other hand, EPDM5 (0.254) and EPDM1 (0.148) display relatively weak loadings, indicating that these items may not fully represent the employees' experiences or perceptions of participation.

These findings are useful for refining measurement tools or guiding management on which aspects of participation resonate most with Staff. For Psychological Ownership, the regression weight for PO10 stands at 0.850, signaling a very strong relationship and suggesting that this item powerfully reflects employees' sense of Ownership towards their work or organization. PO9 (0.592) also shows a moderate to strong tie, while PO7 (0.103) has a very



low loading, implying it may not be a relevant or clearly understood component of Ownership among GCAA staff. This insight is critical for leaders who aim to promote a culture of accountability and personal investment in organizational goals.

Organizational Commitment is another central construct in the model, showing strong validation through its indicators. OC12, with a standardized weight of 0.832, is the most reliable item, indicating that employees strongly identify with this expression of Commitment. OC15 (0.611) is also a solid contributor, while OC13 (0.468) is moderately reliable. These results reflect employees' emotional and psychological attachment to GCAA, which is pivotal in shaping other workplace behaviors. Sharing knowledge, vital for organizational learning and operational excellence, is also well represented in the model. KS17 (0.827) and KS18 (0.768) display high loadings, indicating that these items align closely with how employees share information and expertise. KS20 (0.593), while slightly lower, still offers a meaningful contribution.

The strength of these indicators suggests that knowledge sharing is a well-established practice, particularly when Staff feel engaged and committed. The significance of these results lies in their confirmation of the model's overall structure. The standardized regression weights validate that the measurement components align well with theoretical expectations. More importantly, they support the central hypothesis that Organizational Commitment mediates the relationship between Employee Participation, Psychological Ownership, and Knowledge Sharing. In other words, employees become more committed to the organization when they feel involved in decisions and experience a sense of Ownership. This Commitment then translates into positive behaviors, especially the willingness to share knowledge as a key element for safety, innovation, and continuous improvement in the aviation sector.

Figure 2: Structural Equation Model

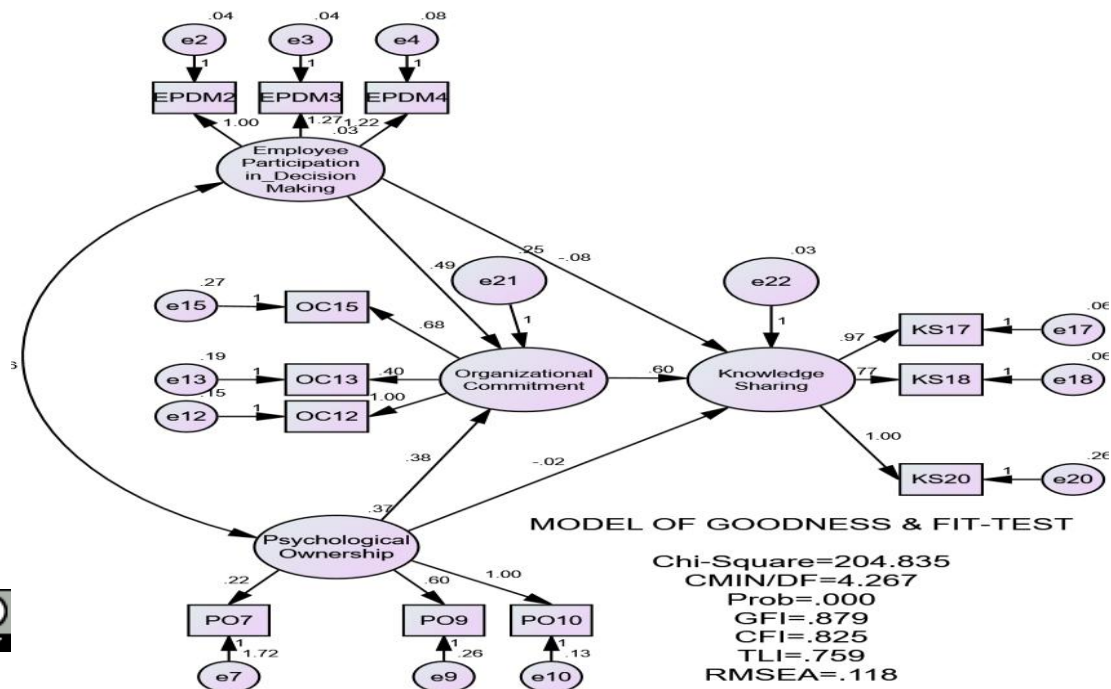




Table 2 Regression Weights (RW): (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P	Label
Organizational_Commitment	<--- Psychological_Ownership	.385	.121	3.168	.002	par_12
Organizational_Commitment	<--- Employee_Participation_in_Decision_Making	.492	.428	1.149	.251	par_13
Knowledge_Sharing	<--- Psychological_Ownership	-.020	.056	-3.53	.724	par_10
Knowledge_Sharing	<--- Organizational_Commitment	.596	.089	6.664	***	par_11
Knowledge_Sharing	<--- Employee_Participation_in_Decision_Making	-.078	.198	-3.91	.696	par_14
EPDM2	<--- Employee_Participation_in_Decision_Making	1.000				
EPDM3	<--- Employee_Participation_in_Decision_Making	1.271	.199	6.390	***	par_1
EPDM4	<--- Employee_Participation_in_Decision_Making	1.217	.171	7.099	***	par_2
PO10	<--- Psychological_Ownership	1.000				
PO9	<--- Psychological_Ownership	.603	.131	4.595	***	par_3
PO7	<--- Psychological_Ownership	.216	.169	1.276	.202	par_4
OC12	<--- Organizational_Commitment	1.000				
OC13	<--- Organizational_Commitment	.401	.059	6.811	***	par_5
OC15	<--- Organizational_Commitment	.680	.084	8.067	***	par_6
KS17	<--- Knowledge_Sharing	.973	.113	8.577	***	par_7
KS18	<--- Knowledge_Sharing	.768	.090	8.559	***	par_8
KS20	<--- Knowledge_Sharing	1.000				

The Figure 2: Structural Equation Model and

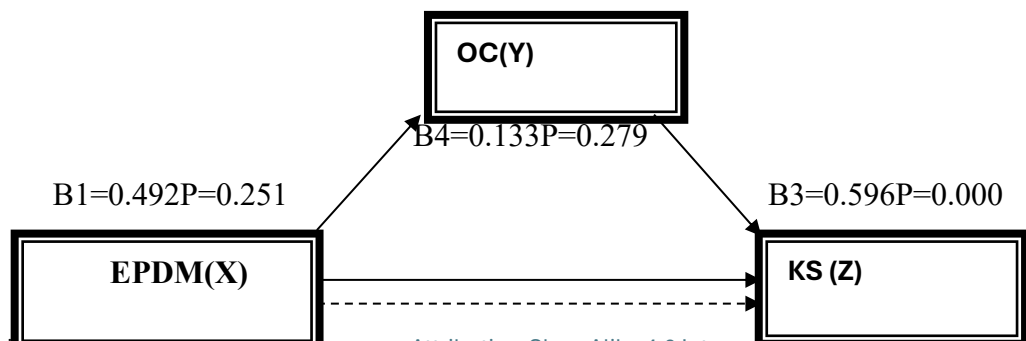




Table 2 Regression Weights (RW): (Group number 1 - Default model) regarding Standardized Regression. The default model offers a critical statistical assessment of the proposed connections between important organizational characteristics at the Gambia Civil Aviation Authority (GCAA). Sharing knowledge, organizational Commitment, psychological Ownership, and employee participation in decision-making (EPDM) are some of these constructs. The goodness-of-fit, which measures how the suggested model matches the actual data gathered from the organization, is determined by testing both direct and indirect links using structural equation modeling, or SEM.

The strength and significance of each variable's effect on the others are shown by regressing weights. For example, Psychological Ownership substantially predicts Organizational Commitment with a statistically significant p-value of 0.002 and a normalized estimate of 0.385. This implies that workers are more dedicated to their job or organization when they feel Ownership. With a high standardized estimate of 0.596 and a p-value designated as *** (very significant), organizational Commitment also substantially predicts knowledge sharing, suggesting that Commitment is a powerful motivation for knowledge sharing among staff members. Interestingly, there is no statistically significant or vital relationship between workers, Employee involvement, Participation in Decision Making, and Knowledge Sharing ($p = 0.696$) or Organizational Commitment ($p = 0.251$). This suggests that involvement alone does not ensure greater Commitment or knowledge exchange unless mediated by other factors, most notably organizational Commitment.

The influence of employee participation in decision-making on Knowledge Sharing through Organizational Commitment.





$$B2=0.078P=0.696$$

Figure 3: Sobel Test

Table 3: Sobel Test

	Input	Statistic Test	Std. Error	P-Value
A	0.492	1.133	0.129	0.257
B	0.596			
Sa	0.428			
Sb	0.089			

The **Error! Reference source not found.** and Table 3: Sobel Test above describe the effect of employees or workers taking part in decision-making on knowledge sharing through organizational Commitment. The statistic test is 1.133, and the Standard error is 0.129 with an insignificant level of $0.257 < 0.05$. Then, it indicates that employee involvement in decision-making does not significantly affect knowledge sharing through organizational Commitment. Moreover, it shows that the P-value is insignificant because it is greater than 0.05.

The Influence of Psychological Ownership on Knowledge Sharing through Organizational Commitment



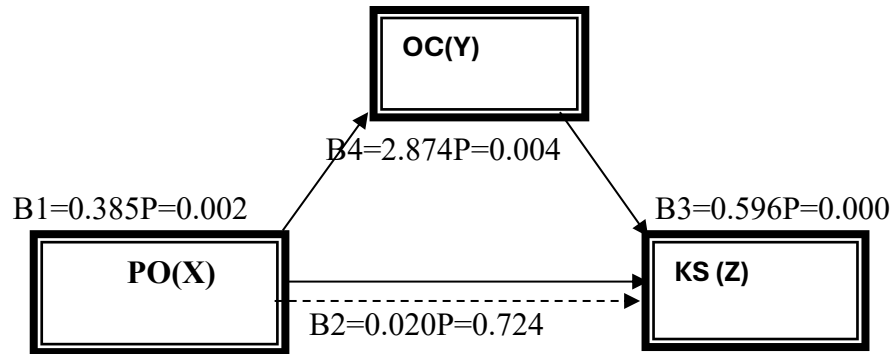


Figure 4: Sobel Test

Table 4Sobel

	Input	Statistic Test	Std. Error	P-Value
A	0.385	2.874	0.002	0.004
B	0.596			
Sa	0.121			
Sb	0.089			

The results in **Error! Reference source not found.**, and Table 4Sobel Test, show that psychological Ownership positively and significantly affects knowledge through organizational Commitment. With a significant level of 0.004, which is < 0.05 . Enhancing psychological Ownership effectively improves knowledge sharing by increasing organizational Commitment. Therefore, the results support hypothesis H6, stating that employee involvement in decision-making affects knowledge sharing through organizational Commitment.

Conclusion

This research examined the link between the workers' or employees' involvement in reliable decision-making, psychological Ownership, and knowledge sharing. At the same time, organizational Commitment was a mediating variable within the Gambian Civil Aviation Authority (GCAA). The results validated that employee involvement and psychological Ownership notably improve organizational Commitment and knowledge-sharing behaviors among Staff. Additionally, it was discovered that organizational Commitment mediates the impacts of participation and Ownership on knowledge sharing, highlighting its essential role in promoting a knowledge-sharing culture. These findings emphasize the need to engage employees meaningfully in organizational activities and foster their sense of belonging and Ownership to encourage a continuous knowledge exchange. The research tackled a significant



knowledge gap by offering empirical data from the Gambian aviation industry, where limited academic studies have been carried out. This research contributes theoretically to the existing literature and provides practical insights into organizational development by creating a model that connects employee participation, psychological Ownership, Organizational Commitment, and knowledge sharing. Enhancing these dynamics within GCAA will foster innovation, uphold operational excellence, and guarantee long-term sustainability.

Recommendation

According to the findings, it is advised that GCAA management increase employee engagement by establishing organized avenues for Staff to take an active role in decision-making activities. Fostering employee engagement via participatory platforms, teamwork, and open discussions will likely strengthen their dedication and readiness to share important insights. Additionally, cultivating psychological Ownership among employees should be a key strategic focus. Motivating employees to take charge, spearhead projects, and develop a personal affinity for their positions and organizational results will foster deeper emotional connections that promote knowledge-sharing practices. Enhancing organizational Commitment is equally important, which can be realized through implementing employee recognition initiatives, offering career growth opportunities, and fostering a clear organizational vision that employees can connect with emotionally and professionally.

GCAA must invest in contemporary knowledge management systems and digital infrastructures that enable effortless documentation, storage, and information retrieval. Establishing centralized knowledge repositories and collaborative digital tools will safeguard institutional memory and facilitate effective knowledge sharing. Furthermore, the organization should strive towards fostering a culture of trust where employees feel secure and appreciated in sharing their knowledge without fear of judgment or being left out. This necessitates clear leadership methods, fair treatment of Staff, and accessible communication pathways. Finally, ongoing research and internal evaluation must be conducted to evaluate and enhance strategies concerning employee involvement, psychological Ownership, and Organizational Commitment. GCAA is urged to incorporate feedback systems, perform regular employee surveys, and modify human resource strategies to address changing needs. This guarantees that knowledge sharing stays a vibrant and essential component of the organizational culture.

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