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## **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 study investigates how employee participation in decision-making and psychological ownership influence knowledge sharing, with organizational commitment as a mediating factor in the Gambia Civil Aviation Authority. Addressing knowledge management challenges and limited empirical research in The Gambia, it explores how engagement and ownership enhance knowledge sharing through stronger commitment. Using a quantitative approach, structured questionnaires were distributed to staff, and data were analyzed through structural equation modeling to test direct and mediated relationships. The results show that both participation in decision-making and psychological ownership significantly and positively affect organizational commitment and knowledge sharing. Furthermore, organizational commitment enhances knowledge sharing and mediates the effects of participation and ownership. These findings highlight the importance of involving employees in organizational decisions and fostering a sense of ownership to overcome barriers to knowledge sharing. Practically, the study suggests that the Gambia Civil Aviation Authority and similar organizations should adopt participatory management and psychological empowerment strategies to build commitment and promote continuous knowledge sharing. Such efforts are vital for operational efficiency, innovation, and sustainable growth. Overall, this research fills a gap in knowledge-sharing studies within African aviation contexts and provides a framework for improving information exchange in resource-limited settings.*

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

**Paper Type:** Research Paper

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## **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 cultivate knowledge management practices in an organization effectively (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 challenging to quantify as an intangible that cannot be physically seen or experienced. It can be measured if a startling adverse 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 their 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 an organization 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

## **METHODS**

### **Location and Research Object**

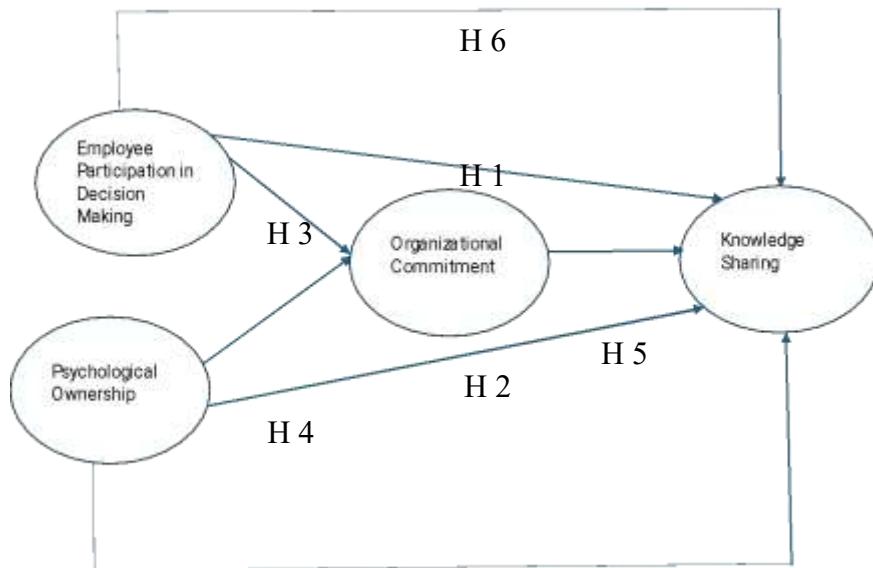
Employee participation or involvement in decision-making and psychological Ownership: The mediating role of organizational Commitment in the Gambia Civil Aviation Authority was the

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 on path B. We will indirectly impact 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)

**Figure 1:**  
Conceptual Framework



Source: Author's work

## RESULTS AND DISCUSSION

### 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 positively influences knowledge sharing.

### Theoretical Support:

This theory is based on participatory decision-making principles and social exchange principles. When workers participate in decision-making processes, they sense acknowledgment, appreciation, and psychological empowerment. This encourages mutual responsibility to achieve organizational objectives, such as exchanging important information. When employees are actively involved in decisions that affect their work, they feel valued, acknowledged, and more engaged. This sense of belonging boosts trust and accountability, encouraging employees to share ideas, feedback, and expertise freely. Participatory decision-making reduces anxiety and hierarchical divides, fostering chances for knowledge exchange. At GCAA, workers involved in safety or operational decisions are likelier to share important information about procedures, safety risks, or operational improvements because they feel connected to the decision-making process.

### **Empirical Support:**

Research (e.g., Leng, 2021; Osadebe, 2023) indicates that involving employees enhances organizational transparency and cooperation. Workers are more open to sharing thoughts when they believe their contributions influence results. This interaction enhances trust, an essential factor in knowledge sharing

### **Contextual Justification:**

Within GCAA, engaging Staff in decisions related to operations or safety might inspire them to willingly share insights, safety recommendations, or enhancements to procedures

H2: Psychological Ownership positively influences knowledge sharing.

### **Theoretical Support:**

This hypothesis is backed by psychological ownership theory, which suggests that people who perceive Ownership of their work or organization tend to act in ways that safeguard and enhance it. Knowledge sharing evolves into stewardship behavior that involves disseminating knowledge to protect the "owned" system. Psychological Ownership refers to feeling "this is mine" concerning one's job or workplace. Employees who feel a personal stake in the organization frequently act as guardians of its well-being. As a result, they are more likely to actively share knowledge to protect and improve the systems they "own." At GCAA, when employees take

responsibility for safety outcomes, they are more inclined to share experiences, exchange best practices, or talk about errors to prevent issues and maintain high standards

**Empirical Support:**

Research by Pierce et al. (2020) shows that employees with high psychological Ownership feel intrinsically responsible for the organization's success and are more likely to share knowledge proactively.

**Contextual Justification:**

At GCAA, when workers perceive a sense of "ownership" over their roles or contributions to aviation safety, they might be more inclined to record and share knowledge to maintain continuity and adherence to international standards.

H3: Employee participation in decision making positively influences organizational Commitment.

**Theoretical Support:**

This is based on affective commitment and self-determination theories, which highlight autonomy and inclusion as factors influencing emotional attachment to an organization. Engagement boosts perceived equity and regard, resulting in more robust organizational connections.

Participation in decision-making increases employees' sense of independence, value, and connection. These feelings lead to a stronger emotional connection with the organization, known as affective Commitment. Employees show increased loyalty and lowered intention to leave when they feel their viewpoints are appreciated. In GCAA's structured and systematic setting, involving employees in decision-making could strengthen their emotional connection and Commitment, reduce opposition, and promote alignment with company goals.

**Empirical Support:**

Research in organizational behavior by Berger et al (2019) shows that involvement boosts employee morale and enhances their feeling of belonging, which are core aspects of organizational Commitment.

**Contextual Justification:**

In a structured organization like GCAA, engaging employees in decision-making can dismantle bureaucratic obstacles, fostering a sense of Ownership and alignment with the organization's values.

H4: Psychological Ownership positively influences Organizational Commitment.

**Theoretical Support:**

Pierce et al. (2020) state that identity theory and organizational behavior frameworks suggest that psychological Ownership directly enhances affective Commitment. Workers who perceive their role or company as "theirs" develop a more profound emotional commitment and loyalty. Workers who sense psychological Ownership generally form strong emotional ties to their company. This sense of Ownership encourages increased emotional and normative Commitment: they stay not just out of obligation, but also because they want to and feel driven to contribute.

**Empirical Support:**

Studies by Pierce et al. (2020) confirm that individuals who experience strong psychological Ownership are less likely to leave their organizations and more likely to align with their mission and vision.

**Contextual Justification:**

At GCAA, promoting psychological Ownership, particularly via autonomy, responsibility, and recognition, can boost the dedication of talented Staff and lower turnover risks.

H5: Organizational Commitment positively influences knowledge sharing.

**Theoretical Support:**

Organizational Commitment is strongly associated with organizational citizenship behavior (OCB), where knowledge sharing is vital. Dedicated employees are more inclined to participate in voluntary actions that support the organization. Employees committed to their organization are likelier to engage in activities beyond their formal job responsibilities, including disseminating knowledge. Committed employees must support their colleagues and help achieve the organization's goals. In GCAA, a committed workforce is vital since sharing knowledge can

directly influence safety and compliance. When workers have a deep emotional and moral connection to the organization, they are likelier to share their experiences, techniques, and solutions openly.

**Empirical Support:**

Research by Hadi & Tentama (2020) shows that employees with high emotional or normative Commitment are inclined to share knowledge to facilitate team achievement and long-term objectives.

**Contextual Justification:**

Dedicated GCAA staff are more inclined to communicate vital safety information, procedural advancements, and experiential lessons, particularly in an industry where teamwork is crucial for performance and safety. H6: Organizational Commitment mediates the relationship between employee participation in decision-making and knowledge sharing.

**Theoretical Support:**

This mediation hypothesis corresponds with mediated motivation theory: involvement does not directly lead to behavior (such as knowledge sharing) but increases a mediating psychological state (Commitment) that subsequently motivates the behavior. This hypothesis suggests that while participating in decision-making has a positive impact on knowledge sharing, the influence is generally indirect. Involvement boosts Commitment at first, and afterward, that Commitment leads to knowledge sharing. At GCAA, involving Staff in decision-making might not always result in enhanced sharing. However, it can promote emotional engagement (organizational loyalty), and this emotional bond motivates employees to share knowledge to support the organization's objectives.

**Empirical Support:**

Research by Baiquni & Lizar (2019) shows that although EPDM enhances KS, this influence is frequently indirect and reinforced by Commitment. Employees need to emotionally "buy in" before they can share openly.

**Contextual Justification:**

At GCAA, merely engaging Staff in decision-making may fall short; if they do not cultivate a stronger dedication to the agency's mission, their readiness to offer specialized or sensitive information might remain restricted.

H7: Organizational Commitment mediates the relationship between Psychological Ownership and Knowledge Sharing.

**Theoretical Support:**

Extended psychological ownership models support this, indicating that ownership results in sharing outcomes only when coupled with emotional or normative ties to the organization. The idea is that psychological Ownership alone may not lead to knowledge sharing unless the employee feels a commitment to the organization. Ownership fosters a sense of responsibility in workers, whereas Commitment to the organization provides the emotional and moral motivation to meet that responsibility. At GCAA, employees may be satisfied with their role, but they will only voluntarily share vital information if they align with GCAA's goals and values. Commitment transforms Ownership into action.

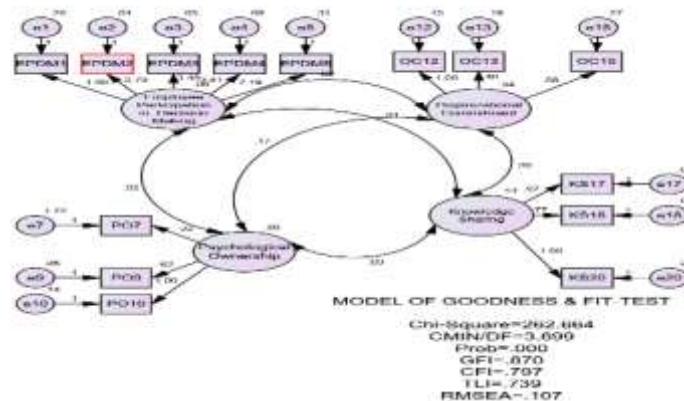
**Empirical Support:**

Baiquni & Lizar (2019) highlight that PO fosters responsibility and stewardship. However, these qualities translate into actions such as KS when employees are dedicated to the organization's objectives.

**Contextual Justification:**

At GCAA, Staff might possess a sense of Ownership regarding their positions, but may refrain from sharing knowledge unless they believe their input is appreciated and consistent with the organization's future. Commitment acts as the trigger that transforms Ownership into action.

**Figure 2:**  
Measurement Model Analysis



Source: Author's work

**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
KS17	<--- Knowledge_Sharing	.827

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

Source: Author's work

It provides 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, 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.

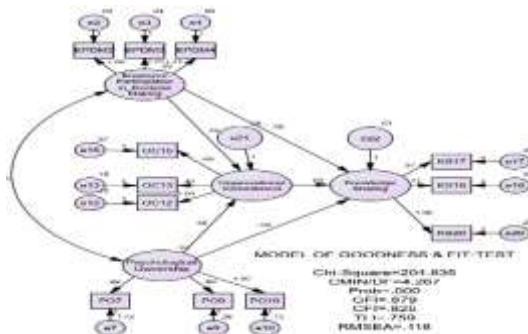
These findings help refine measurement tools or guide management on which aspects of participation resonate most with Staff. For Psychological Ownership, the regression weight for PO10 stands at 0.850, signaling a powerful relationship and suggesting that this item powerfully reflects employees' sense 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 3:**  
Structural Equation Model



Source: Author's work

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

			Estim ate	S. E.	C. R.	P	Lab el
Organizational_Co mmitment	<-- - Psychological_Ownership	.385	.1 21	3.1 68	.0 02	par_ 12	
Organizational_Co mmitment	<-- - Employee_Participation_in_De cision_Making	.492	.4 28	1.1 49	.2 51	par_ 13	
Knowledge_Sharing	<-- - Psychological_Ownership	-.020	.0 56	.35 3	.7 24	par_ 10	
Knowledge_Sharing	<-- - Organizational_Commitment	.596	.0 89	6.6 64	** *	par_ 11	
Knowledge_Sharing	<-- - Employee_Participation_in_De cision_Making	-.078	.1 98	.39 1	.6 96	par_ 14	
EPDM2	<-- - Employee_Participation_in_De cision_Making	1.000					
EPDM3	<-- - Employee_Participation_in_De cision_Making	1.271	.1 99	6.3 90	** *	par_ 1	
EPDM4	<-- - Employee_Participation_in_De cision_Making	1.217	.1 71	7.0 99	** *	par_ 2	
PO10	<-- - Psychological_Ownership	1.000					
PO9	<-- - Psychological_Ownership	.603	.1 31	4.5 95	** *	par_ 3	
PO7	<-- - Psychological_Ownership	.216	.1 69	1.2 76	.2 02	par_ 4	
OC12	<-- - Organizational_Commitment	1.000					

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			Estim ate	S. E.	C. R.	P	Lab el
OC13	<--	Organizational_Commitment	.401	.0 59	6.8 11	** *	par_ 5
OC15	<--	Organizational_Commitment	.680	.0 84	8.0 67	** *	par_ 6
KS17	<--	Knowledge_Sharing	.973	.1 13	8.5 77	** *	par_ 7
KS18	<--	Knowledge_Sharing	.768	.0 90	8.5 59	** *	par_ 8
KS20	<--	Knowledge_Sharing	1.000				

Source: Author's work

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.

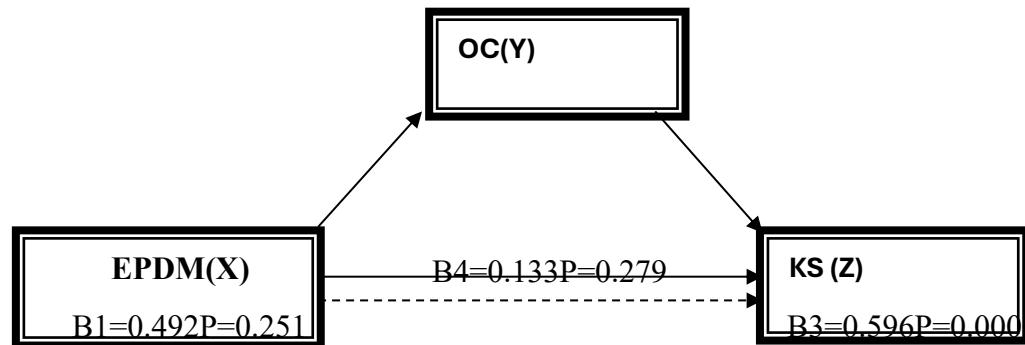
The strength and significance of each variable's effect on the others are shown by regressing weights. For example, Psychological Ownership substantially predicts Organizational Commitment with a statistically significant p-value of 0.002 and a normalized estimate of 0.385. This implies that workers 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.

**Figure 4:**

Sobel Test



B2=0.078P=0.696

Source: Author's work

**Table 3:**

Sobel Test

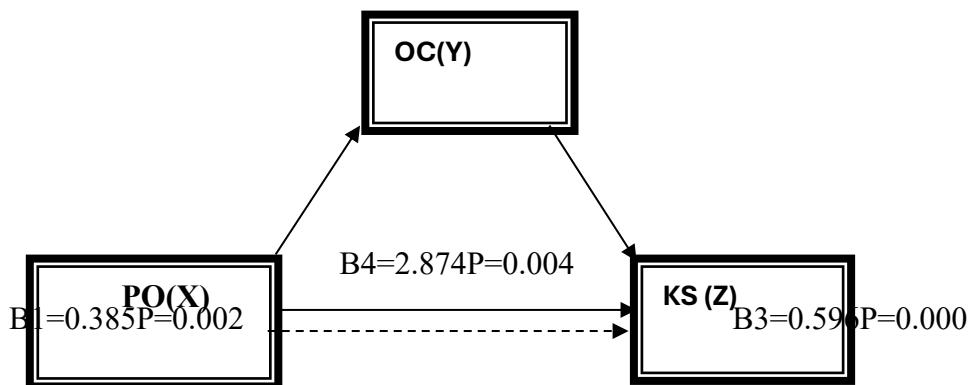
	Input	Statistic Test	Std. Error	P-Value
A	0.492	1.133	0.129	0.257
B	0.596			
Sa	0.428			
Sb	0.089			

Source: Author's work

Table 3 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 5:**

**Sobel Test**



$B2 = 0.020$   $P = 0.724$

Source: Author's work

**Table 4:**

**Sobel**

	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			

Source: Author's work

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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