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Investigating the Effect of Trust, Motivation, and Reward on the Desire to Share Knowledge through Social Networks by Shiraz University of Medical Sciences Staff

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ABSTRACT

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This study investigated the effect of trust, motivation, and reward on the willingness to share knowledge on social networks by the Shiraz University of Medical Sciences (SUMS) staff. The instrument of the present study was a researcher-made questionnaire in which formal-content validity was confirmed, and its reliability, according to Cranach's alpha coefficient, was equal to .90. The study's statistical population was 27506, including employees and faculty members, according to the Krejcie and Morgan table, the sample size was 379. The results showed that the importance of knowledge sharing among employees and commitment to the university were two effective components of intrinsic motivation. Support of university administrators for knowledge sharing and improving the status of social pages (38.8%) through knowledge sharing were two effective components of external motivation for employee knowledge sharing in social networks. "Fear of employees being replaced" and "fear of losing a job" were two negative and very weak components of the trust variable on knowledge sharing. "Financial incentives" and "job promotion" were among the influential components of the reward variable, which "greatly" affected the sharing of knowledge in social networks. Paying more attention to evaluating the performance of employees and financial rewards by managers can be effective in sharing knowledge and motivation.

Today's world is a world of change. A world in which the speed of change and transformations outside the organization sometimes exceeds the changes and transformations within the inside organization and sometimes leads to the removal of a group of organizations from the competition cycle. As an effective and efficient approach, what can help organizations overcome internal developments from the changes of surrounding developments and maintain survival is to be equipped with tools that can guarantee the organization's presence in this effort and the organization's competitive arena in the market with other competitors. In today's age, which has become the age of information and knowledge, the main advantage is hidden in knowledge capital. Therefore, future development and progress will belong to societies that allocate more knowledge to themselves (KhorashadiZadeh et al., 2019).

Today, knowledge has become organizations' essential resources and strategic assets, and "knowledge management" and its sharing in organizations have been given more attention than before (Nielsen & Razmerita, 2014). Because knowledge management is the focus of all management activities in the environment and has become highly competitive, encouraging people to "share knowledge" and publish their experiences in their organizations and providing the context for it is one of the critical challenges (Sayaf & Javaheri-Shalmani, 2015). Organizations have increasingly recognized the need to support Knowledge Sharing (KS) among employees. They are searching, testing, and using various preventive interventions to facilitate this. This is why the role of knowledge management, especially KS in virtual networks, has become essential for organizations everywhere (Hejase et al., 2014). The success of knowledge management activities depends on the effective sharing of knowledge, and "KS" requires internal trust of the organization, motivation, and reward. Therefore, investigating the relationship between the characteristics of trust, motivation, and reward as well as the fields of KS in an organization, can show a new direction for strategic planning in organizations (Mehdizadeh et al., 2019). Hanif et al. (2020) claimed that KS is closely related to motivation and sustainable competitive advantage requires motivation management. Additionally, sharing knowledge requires understanding human people and their motivations because these internal motivations affect their orientation toward the task and their desire to share knowledge (Davidaviciene et al., 2020). Trust plays a facilitating role in KS as a cognitive and emotional concept. The more people trust each other, the more willing they are to share knowledge for several reasons.

Regarding the role of rewards in KS, researchers have also shown that rewards can significantly disrupt the positive effect of intrinsic motivation and integrated side mechanisms on KS. As a result, it is a destructive factor for employees' social relations and useful behaviors (Wang et al., 2022). Since all management activities in organizations are related to knowledge management, due to the rapid growth of external changes and developments, to improve service activities and participate in the cycle of competition with other competitors, organizations are forced to make changes and internal developments based on knowledge, because knowledge capital guarantees their survival in competition with other organizations. Therefore, organization management must create knowledge-sharing fields in different ways to maintain and improve the organization in the current situation, which is highly competitive. In recent decades, the world has faced the spread and intensification of the global pandemic of Corona (Brodeur et al., 2020). As a result, knowledge management and KS in organizations have received more attention (Nielsen & Razmerita, 2014). Simultaneously, the emergence of virtual

Social Networks (SN) has created new applications for sharing information and knowledge. Virtual SN is considered one of the most widely used social media. Using these networks allows organizational employees to easily and quickly get the information and knowledge they want without fearing the complexities and organizational hierarchies at any time and place (Karimi, 2015; Rajabi et al., 2019). Today, virtual media are gradually changing the concept of KS in organizations. Virtual media have provided new opportunities to share knowledge through common platforms that allow employees of organizations to share knowledge more easily (Wang & Wang, 2012). Therefore, it is necessary to manage organizations in different ways and to facilitate the service process by encouraging employees to share knowledge and build trust and motivate them by using the reward system, creating areas for sharing knowledge in organizations to maintain and improve the organization. The lack of research in this regard made the necessity of this study significant. Considering the few studies conducted in relation to knowledge management among Medical Sciences employees, as well as the lack of comprehensive research regarding the effect of trust, motivation, and reward on KS, how to share information and knowledge through virtual SN. Especially during the coronavirus outbreak among SUMS employees, based on the three components of trust, motivation, and reward, it is a question that is the subject of the following research. Also, according to the new applications of virtual SN in sharing information and knowledge, as well as the importance of organizational knowledge management and the nobility and support of organizations for KS among employees in these networks, the general problem of the current research is how the three variables of trust, motivation, and reward can allow an unknown value (which often occurs in the future) to be effective on KS with the mediating role of KS by virtual SN in the conditions of the Corona pandemic, among the employees of SUMS.

In this research, an attempt is made to simultaneously examine all three variables of knowledge sharing with the mediating role of knowledge sharing by virtual networks, which shows the innovation of the research in terms of the subject. This research is conducted at SUMS for the first time. It is also a sign of research innovation in terms of location.

Theoretical Framework

Knowledge Sharing

Knowledge is an organization's lifeblood and is a vital element for the survival of organizations in today's dynamic and competitive era (Tohidinia & Mosakhani, 2010). KS, in other words, making knowledge available to others in the organization, is one of the essential steps in knowledge management activities. To achieve influential KS in an organization focusing more on relationships between colleagues, we should encourage employees to share their knowledge. Therefore, organizational knowledge and expertise must be shared to maintain competition in the labor market, increasing the organization's productivity. Despite this, its successful work is challenging (Esmael pour et al., 2014). Knowledge can improve and promote organizations' performance when shared at the organizational level (Curado & Vieira, 2019). In other words, the purposeful sharing of knowledge in organizations leads to faster individual and organizational learning, develops creativity, and ultimately improves individual and organizational performance (Lee et al., 2020). Also, KS among employees creates new knowledge, develops organizational knowledge, and benefits the organization (Farooq, 2020).

Factors Affecting Organizational Knowledge Sharing

Motivation

Motivation refers to the processes that motivate and maintain purposeful activities. Motivational processes are personal/internal influences that lead to outcomes such as choice, effort, persistence, achievement, and environmental regulation. Key motivational processes include goals and self-evaluation of progress, self-efficacy, social comparisons, values, outcome expectations, attributions, and self-regulation (Schunk & Dibenedetto, 2020). Motivation in an organization depends on factors such as the work environment, colleagues, supervisors, the organization's actions such as individual or group rewards, the culture of the organization, etc. (Seyed Javadein, 2015). Motivating employees to share knowledge with others can create a more efficient and effective workforce (Akhmetshin et al., 2018). If there is an expectation of some tangible rewards, people are more willing to participate in knowledge-sharing activities. Providing concrete rewards are external incentives that help people fulfill their needs. A mutual knowledge exchange relationship encourages knowledge-sharing behavior; as a result, people may be more willing to share their valuable knowledge (Arazy et al., 2016).

Trust

Trust is a multi-dimensional concept defined as the expectation of meeting personal needs and of good, honest, cooperative social behavior from other members of society based on shared norms (Jiang et al., 2018). To activate knowledge-sharing behavior, there must be trust (Zhang et al., 2020). Trust and its impact on cooperation and various work-related outcomes have attracted much research in the last two decades. Considering the importance of trust in KS, it is recommended that leaders create an environment with open trust to increase KS and increase employee performance, involve employees in organizational decision-making, and ensure that their information is used for more benefits, which will lead to reduced knowledge accumulation and increased trust to achieve collective benefits (Singh et al., 2021).

Reward

A reward is the presentation of a pleasant consequence for performing a desired behavior of the individual to increase the probability of repeating that behavior. The importance of reward in management issues is referred to as a source of a manager's power under the title "reward power" (Casimir et al., 2012). In the field of KS, intrinsic rewards, such as promotion and job security, and external rewards, such as salary increases and monetary bonuses, are generally used. Studies have shown that such rewards effectively motivate employees to excel in their performance (Ahmad & Karim, 2019). Reward systems are usually created to achieve organizational goals and encourage employees through appropriate performance and behavior, often designed to ensure knowledge-sharing behavior. To directly or indirectly affect an individual's willingness to share knowledge, it is important to discover what rewards should be used and to encourage this knowledge-sharing behavior (Shankar & Zhang, 2020).

Social Networks

Social Networks (SN) are one of the most widely used social media, with a social structure consisting of individuals, organizational groups, etc. They have made it possible to

communicate with others (Karimi, 2015). SN has provided countless opportunities to share knowledge through common platforms of scientific and general SN, such as LinkedIn, Research Gate, Twitter, Instagram, Telegram, and YouTube, and their users allow sharing of knowledge more easily (Wang & Wang, 2012) and allow people to easily and quickly access the information and knowledge they want at any time and place without fear of complexity and achieve organizational hierarchies (Rajabi et al., 2019).

Related Studies

In research, Wang and Lai (2006) examined the role of expertise, motivation, and rewards in KS. The results indicated that for organizations to enjoy the benefits of KS, several factors, such as information technology, organizational climate, and a suitable reward system, must exist, and the motivation and expertise of people play an essential role in the participation of people in KS. Boer et al. (2011) investigated the relationship between reward and KS in research and concluded that knowledge is considered a valuable commodity that can be traded in market valuation relationships. People are encouraged to share knowledge when they receive a reward for doing so; if the reward is not enough, they will not share their knowledge. Soleimanpour et al. (2017), in their research conducted with a questionnaire tool, determined that there was a cultural infrastructure and the desire of students to share knowledge in this university, but other infrastructures such as human factors, information and communication technologies, management strategies and structural factors were administratively weak and need to be strengthened. Baker and Yousof (2017) investigated the role of the factors affecting knowledge sharing in an organization. The results show that people are willing to share their knowledge when it benefits both parties. Swart and Harvey (2011) also concluded in their research on the importance of trust in knowledge sharing that the respondents will be willing to share their knowledge only if they trust the recipient of the knowledge. Biranvand and Seif (2019) investigated the effect of effective factors on the intention to share knowledge among the members of the research and training centers affiliated with the Fars Province Agricultural-Jihad Organization. The results showed that the direct effect of incentives and the pleasure of helping others on the intention to share knowledge and the direct effect of trust on the intention to share knowledge were not confirmed. Also, the indirect effect of incentives, trust, and the pleasure of helping others share knowledge was confirmed through mental norms and attitudes toward KS. Sohrabi and Shamsaeifar (2019) investigated the effect of functional and hedonistic motivation on organizational KS among Southwest Water and Wastewater Company employees in Tehran Province. The results showed that it is necessary to have the functional and hedonic motivation to share external and internal knowledge through organizational SN. Kacperska and Łukasiewicz (2020) investigated the role and importance of trust in KS among employees of several companies in the tourism industry. The results showed that trust is a significant factor in sharing knowledge and plays a vital role in achieving high levels of effective performance. The results also showed that the tourism industry managers' attitude towards their employees' KS is positive and very high. Al-Dalaien et al. (2020) studied the role of external and internal motivational factors in KS among 475 Jordanian nurses and doctors working in Al-Bashir Hospital, Jordan University Hospital, and Al-Isra Hospital. The results showed that rewards, high salaries, job promotion, job satisfaction, stability in work, and credit and reputation were among the influencing factors of external motivations for KS among

Jordanian nurses and doctors. Humanism, KS's importance, and hedonism were among the internal motivations influencing KS. In a research, Biranvand et al. (2021) investigated the factors affecting KS in academic environments. The results showed that the variables of self-efficacy, management support, reward system, macro policies of the university, software and hardware infrastructure, personal interaction, trust, personal expectations, use of social media, willingness to share knowledge, knowledge workers, and knowledge-oriented culture are among the effective factors for KS in Payame Noor University (PNU). The results also indicated that the macro policies of the university, management support, and knowledge-oriented culture were the most influential factors, and variables of self-efficacy, and knowledgeable staff, were the most influential factors.

In theoretical research, Sohrabi et al. (2021) investigated the effect of individual factors on KS among employees of organizations. This research showed that individual factors significantly impacted organizational KS and could explain a good percentage of KS changes. The results also showed that among the individual factors affecting KS in the organization, "self-awareness," focused on behavior, "altruism," and "attitude," respectively, had the largest effect size and significant relationship with knowledge sharing. Al-Husseini (2021) investigated the role of individual motivation and social capital in KS among technical engineering students at the National University of Iraq. The results showed that trust, social communication, interaction, attitude, and positive vision influence students' willingness to KS. The results also showed that the subject's attitude and norms significantly affect the concept of knowledge sharing. In their research, Karna and Ko (2022) also investigated the role of We-Intention in Self-Motivation and Moral Trust in participation in KS with the topic of social distancing guidelines and connections in the management of COVID-19 in the digital world. In this research, social collaboration was considered central to transferring people's knowledge, experience and expertise. This research investigated how Participation in Social Collaboration (PSC) accelerates KS intention on digital platforms with a questionnaire tool among Nepalese residents. The results showed that social collaborator's participation positively affected KS of communication management during the outbreak of COVID-19. In another study, Von Behr et al. (2022) investigated trust and knowledge sharing in Hospital Estates and Facilities Management (HEFM) departments during COVID-19. In this research, the four barriers to organizational trust that have led to the implementation of KS have been studied with the qualitative exploratory grounded theory approach and a questionnaire tool. The results of this research showed that the four factors of lack of professional development, inappropriate reward and incentive systems, reorganizations/organizational change and benchmarking on trust items (such as "impersonal-based organizational trust (OT)," "interpersonal-based OT," "personal trust") are considered an obstacle in knowledge sharing. Li et al. (2022) investigated motivation and its output in consumer knowledge-sharing using the chi-square test method. The variables of Altruistic Motivation, Hedonic Motivation, Perceived Pressure, External Rewards, KS intention, and their outcomes in e-commerce platforms were investigated and tested. Their research showed that people's desire for knowledge-sharing to provide feedback was strong. The amount of their feedback in the comments and likes of customers has led to the sharing of people's experiences. This KS has been associated with loyalty among customers on the online platform. In another study, Niu et al. (2022) investigated data sharing in a company that was active in the fight against COVID-19. Their research showed that the current ventilator

manufacturers are influenced by incentives or motivation and benefit from KS. Using KS makes companies more successful against their competitors. In their research of Rahman et al. (2022a), the effectiveness of KS has been evaluated in the form of a model proposed based on the components of trust, motivation, leadership style, workplace spirituality, and social network. In this research, the conceptual model was evaluated with a questionnaire tool among the non-academic staff of higher learning institutions in Malaysia. This research also shows the relationship between the online social network and KS effectiveness, and most respondents believe that LinkedIn and Facebook or the Whatsapp application can effectively implement KS and its components. Also, Rahman and Hussain (2022b) evaluated the attitude towards KS based on the components of trust, motivation, and rewards among 200 Bangladeshi students using exploratory factor analysis, confirmatory factor analysis, and structural equation modelling techniques. This practical research was conducted to investigate the effectiveness of important components in KS. The results showed that the trust variables played a special role in the student's involvement in KS. A survey of the background of the research showed that most of the studies had investigated the effect of motivation and, in some cases, motivation and trust on knowledge sharing. Also, no research was found in this texture and context regarding KS and the factors affecting it by studying the statistical population of the University of Medical Sciences employees.

Research Questions

RQ 1. Does motivation affect the desire for KS among SUMS employees?

RQ 2. Does trust affect the knowledge-sharing desire among SUMS employees?

RQ 3. Does reward affect the desire for KS among SUMS employees?

The main hypothesis of the current research is that trust, motivation, and reward positively affect the tendency to KS by SNs in the conditions of the corona pandemic among SUMS employees.

Method

Sample

The current research is considered in the category of applied studies in terms of its purpose. Applied research aims to develop applied knowledge in a specific field. Applied research seeks to develop practical knowledge in a particular area and use the theories developed in basic research to solve practical and real problems faster, more accurately, more accessible, and cheaper to help answer the research questions (Kothari, 2008). The current research is a descriptive survey in terms of method and nature, and according to the number of research variables and two-way relationships, correlation tests were used. In terms of data collection to test hypotheses according to the subject, it is survey and field. From a theoretical point of view, the library method is used to collect the required information. In this method, by referring to books, magazines, and databases of Persian and English language articles, the information needed for the theoretical foundations of the research is collected. The statistical population of the paper included all employees, medical doctors, and faculty members of SUMS. According to the obtained statistics, the number of employees (in February 2021) was equal to 27506. [Table 1](#) shows the number of medical doctors, faculty members, and employees.

Table 1*Employees of SUMS by Organizational Position*

Employees of SUMS	Freq.
Medical doctors	2802
Faculty members	964
Employees (paramedical and others)	23470
Total	27506

According to [Table 1](#), the number of doctors was equal to 2802 people, the number of faculty members was equal to 964, and the number of employees was equal to 23740. The total number of employees of SUMS was 27506. According to the table provided by Krejcie and Morgan (1970), the research sample was determined to be equal to 379 people, of which 340 answered the questionnaire. One of the usual and standard methods in choosing the number of statistical samples is to use standard tables that are set based on the statistical population of the research. The Krejcie and Morgan table is one of the most widely used tables that many researchers with a specific statistical population can use to determine the number of statistical samples. Therefore, since the statistical population of the current study was 27506, the number of the statistical sample of the present study was equal to 379. The sampling method was done randomly. This way, the research tool (researcher-made questionnaire) will be randomly provided to the statistical sample (faculty members in the field of knowledge & information science, medical doctors, and employees of SUMS) to answer.

Instrument

By thoroughly studying the theoretical foundations in relation to research variables, i.e., Motivation, Trust, and Reward and their effect on KS in SN, the researcher-proposed questions related to the goals. The result of the study of the theoretical foundations and in line with answering the objectives, and research questions, finally after removing, modifying, and adding questions by experts and professors in the field of information science and epistemology, there were 23 questions in the four sections of motivation to share knowledge (eight questions). Trust in KS (5 questions), Rewards and KS (five questions) and KS in SN (five questions). To measure the validity of the research tool (researcher-made questionnaire), after designing the questions of the initial questionnaire, finally, the questionnaire in five sections with 23 questions was approved by the professors. Therefore, the validity of the research tool was confirmed by face validity and the use of experts in the relevant field. Construct validity is a general examination of the relationships between factors with each other and factors with questions related to each factor in the questionnaire. We examined how much our measurement tool measures the desired trait in construct validity. The higher the correlation between the elements, the higher the validity of the questionnaire or structure. In the current research, the most common reliability determination of the internal consistency of the questionnaire and its reliability, i.e., "Cronbach's Alpha" method, was used. This method represents the appropriateness of a group of items that measure a construct. This coefficient indicates the degree of overlap and alignment of the questionnaire questions. The amount of this coefficient means whether the respondents have answered the questionnaire questions with accuracy and knowledge. Suppose the statistical coefficient obtained using Cronbach's alpha method for a small statistical sample (before distributing the questionnaire among the statistical sample of the research) is more than .7. In that case, the research instrument has acceptable reliability and

can be distributed among the statistical sample. But if it is less than .7, the research tool does not have the required reliability to distribute it among the samples, and it is necessary to obtain the appropriate reliability for the research variables by removing the proposed questions through the test (Cronbach's Alpha) (Helms et al., 2006). Table 2 shows the reliability coefficient of the research variables' questions and the whole questionnaire's reliability coefficient. The reliability coefficient of the whole questionnaire was equal to .90. Data analysis was performed using SPSS version 22.

Table 2

Reliability Coefficient of Research Variable Questions

Research variable	Number of questions	Reliability coefficient (Cronbach's alpha)
Motivation	8	.88
Trust	5	.77
Reward	5	.93
KS	5	.83
Total	23	.90

Data Analysis

Two methods of descriptive and inferential statistics are used to analyze the data. Descriptive statistics are used to describe demographic and main variables using statistical indicators of frequency and percentage of frequency, mean, median, standard deviation, and inferential statistics is used to determine the normality or non-normality of the data using the Kolmogorov-Smirnov test (to select Parametric or Nonparametric statistical tests) and T-Test is also used to correlate research variables.

Descriptive Research Findings

According to the results obtained from the Kolmogorov-Smirnov test presented in Table 3, the significant value of this test is equal to .000, and it shows that the test is significant and the distribution of the research data is non-normal.

Table 3

One-sample Kolmogorov-Smirnov Test

Number	Normal Parameters		Most Extreme Differences			Kolmogorov_Smirnov	Asymp.sig (2-tailed)
	<i>M</i>	<i>SD</i>	Absolute	Positive	Negative		
340	67.51	12.94	.08	.05	-.08	.08	.000

The research data results in relation to the degree of correlation and the effect of the independent research variables, motivation, trust and reward in sharing knowledge in SN form the part related to the inferential results of the research. The findings of the descriptive statistics section of the research on gender, age group, degree, degree of familiarity, and daily use of SN by employees of SUMS are given in Table 4. According to Table 4, 59.7% of the respondents were women, and 40.3% were men. In addition, 40% of the employees were in the age group of 31–40 years, and 30.6% were in the age group of 41–50. Most employees had a master's degree (42.4%), a bachelor's degree (27.1%), and 20% had a Ph.D. degree.

Table 4
Frequency and Percentage of SUMS by Gender, Age Group, and Educational Qualification

statistics	Gender		Age category					Educational degree			
	female	male	20-30 years	31-40 years	41-50 years	51-60 years	more than 61	Under Bachelor	Bachelor's degree	MA degree	PHD
Frequency	203	137	16	136	104	76	8	12	92	144	68
Percentage	59.7	40.3	4.7	40	30.6	22.4	2.4	3.5	27.1	42.4	20

According to [Table 5](#), 50.6% of employees of SUMS were "highly," 48.2% were "moderately" familiar with SN, and only 1.2% of employees were "low" familiar with SN. 29.4% of employees used SN for two hours and 25.9% for three hours daily. To answer the research questions and facilitate the interpretation of the findings, the values of [Table 6](#), [7](#), and [8](#) in the "very low" and "low" columns are collected together and reported as "low," as well as the values of the columns "A lot" and "a lot" are also added together and said as "a lot."

Table 5
SUMS Familiarity and Daily Use of SN

statistics	The level of familiarity with social networks			The amount of daily use of social networks					
	Low	Medium	High	1 o'clock	2 o'clock	3 o'clock	4 o'clock	5 o'clock	5 o'clock to up
Frequency	4	164	172	64	100	88	8	3	44
Percentage	1	48.2	50.6	18.8	29.4	25.9	2.4	10.6	12.9

Inferential Findings of the Research

In the following, the results of questions related to the variables "KS in SN," "the influence of motivation on KS in SN," "the influence of trust on KS in SN," and "the influence of rewards on SN" are given separately. Also, the results obtained from the correlation coefficient test and the regression test to determine the effect of the independent variables of the research (motivation, trust, and reward) on the dependent variable of the study (KS in SN) and to determine the proof or rejection of the research hypotheses using the single t-test. An example is given in two parts. The total frequency and percentage of scores related to the columns "very low" and "low" are reported together under the title "low," And the total frequency and percentage of scores related to the columns "very high" and "high" are reported under the heading "high."

The results of [Table 6](#) showed that "The effect of Corona on KS" with 70.6 %; "The effect of KS on increasing awareness" with 69.4%; "Using SN to share work knowledge" with 41.2 % was "high" and "Evaluation of employee performance based on KS components" with 52.9 % and "Providing the necessary facilities from the university to share knowledge" with, according to SUMS, 38.8 % were "moderately" effective factors on KS in SN.

Table 6
Frequency and Percentage of Responses to KS Questions in SN

Variable	question	Title of the question	very low		low		medium		high		very high	
			Frequency	Percentage								
Sharing knowledge in social networks	1	Using social networks to share Work knowledge	12	3.5	52	15.3	136	40	56	16.5	84	24.7
	2	Providing the necessary facilities from the university to share knowledge	24	7.1	56	16.5	132	38.8	64	18.8	64	18.8
	3	The effect of Corona on knowledge sharing	4	1.2	16	4.7	80	23.5	120	35.3	120	35.3
	4	The effect of knowledge sharing on increasing awareness	8	2.4	24	7.1	72	21.2	152	44.7	84	24.7
	5	Evaluation of employee performance based on knowledge-sharing components	52	15.3	76	22.4	180	52.9	32	9.4	0	0

Regarding motivational questions and their effects on KS, the results of Table 7 showed that the variables "the importance of KS among employees" with 60%; "Commitment to university" with 57.6%; "Enjoying sharing knowledge with colleagues" with 56.5 among the eight motivational variables, play the most significant role in increasing the motivation of employees to share knowledge. On the other hand, the "Effect of KS on social status" with 32.9%, and "Effect of KS on the success and promotion of staff" with 30.6 have the lowest effect on KS by employees of SUMS.

Table 7
Frequency and Percentage of Responses to Motivation Questions and their Effect on KS in SN

Variable	Question Title	very low		low		medium		high		very high		
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	
Motivation	Internal	Enjoying sharing knowledge with colleagues	8	2.4	40	11.8	100	29.4	156	45.9	36	10.6
		The importance of sharing knowledge among employees	8	2.4	36	10.6	92	27.1	156	45.9	48	14.1
		The effect of sharing knowledge on increasing self-confidence	8	2.4	52	15.3	120	35.3	124	36.5	36	10.6
		Commitment to the university and its effect on knowledge sharing	8	2.4	32	9.4	104	30.6	108	31.8	88	25.9
	External	The effect of sharing knowledge on increasing social status	36	10.6	68	20	124	36.5	84	24.7	28	8.2
		The effect of knowledge sharing on success and rank promotion	44	12.9	60	17.6	123	38.8	84	24.7	20	5.9
		The level of support of university administrators for knowledge sharing	28	8.2	64	18.8	92	27.1	88	25.9	68	20
		The effect of knowledge sharing on improving the status of the social network	20	5.9	76	22.4	112	32.9	112	32.9	20	5.9

The results of Table 8 showed that all five components of the trust variable had a small effect on KS in SN, so that "lack of trust in tools and programs of SN" with 18.8%; "Fear of working knowledge being wrong and sharing it on SN" with 17.7%; "Lack of interpersonal trust" with 17.7%; respectively, they had the greatest impact on KS in SN.

Table 8

Frequency and Percentage of Responses to Trust Questions and their Effect on KS in SN

Variable	Question Title	very low		low		medium		high		very high	
		Frequency	Percentage								
Trust	Interpersonal trust and lack of trust and its effect on knowledge sharing	52	15.3	132	38.8	96	28.2	32	9.4	28	8.2
	Fear of losing position and position and its effect on knowledge sharing	104	30.6	108	31.8	84	24.7	20	5.9	24	7.1
	Fear of your knowledge being wrong and its effect on knowledge sharing	64	18.8	116	34.1	100	29.4	48	14.1	12	3.5
	Fear of replacing employees and its effect on knowledge sharing	124	36.5	92	27.1	80	23.5	28	8.2	16	4.7
	Lack of trust in tools and programs and their effect on knowledge sharing	72	21.2	76	22.4	128	37.6	52	15.3	12	3.5

The results of **Table 9** showed that among the five components of reward variables, three components of "financial incentives" with 29.4%, "Job promotion" with 20%, and "job security or stability and continuity of work" with 16.5%; had the greatest impact on KS.

Table 9

Frequency and Percentage of Responses to Reward Questions and Their effect on KS in SN

Variable	Question Title	very low		low		medium		high		very high	
		Frequency	Percentage								
Reward	The effect of knowledge sharing on incentive vacation	108	31.8	92	27.1	124	36.5	16	4.7	0	0
	The effect of knowledge sharing on financial incentives	108	31.8	56	16.5	76	22.4	64	18.8	36	10.6
	The effect of knowledge sharing on increasing fixed salaries	184	54.1	116	34.1	32	9.4	4	1.2	4	1.2
	The effect of knowledge sharing on job promotion	108	31.8	72	21.2	92	27.1	52	15.3	16	4.7
	The effect of knowledge sharing on job security	108	31.8	104	30.6	72	21.2	48	14.1	8	2.4

Motivation, Trust and affect the desire for KS among SUMS employees

The correlation coefficient and regression test results regarding the effect of Motivation, Trust and Reward on the tendency to KS in social networks in the conditions of the Corona pandemic by SUMS employees are presented in **Table 10** and **11**.

According to **Table 10**, the grade-point mean of the knowledge-sharing motivation variable by SUMS employees in SN is 26.50, and its correlation coefficient equals .81. The correlation coefficient of motivation is compelling and close to one. The significance level obtained shows the high correlation between the two variables, Motivation and KS of SUMS employees in SNs. The mean score of the Trust variable in KS in SNs is equal to 12.94, and its correlation coefficient is equal to -.005. The value of the Trust correlation coefficient with KS in SNs is feeble and close to zero. The obtained significance level shows the lack of correlation between the two variables Trust and KS of SUMS employees in SNs because the obtained value of the significance level ($p = .46$) is higher than .005. Also, the mean score of the Reward variable in KS in SNs is equal to 11.00, and its correlation coefficient is equal to .65.

Table 10*Descriptive Indicators and Correlation Coefficient of Motivation, Trust and Reward with KS in SN*

Variable	<i>M</i>	<i>SD</i>	Number	Pearson correlation coefficient	<i>p</i>
Motivation	26.50	5.70	340	.819	.000
Trust	12.94	3.42	340	-.005	.463
Reward	11.00	4.30	340	.655	.000

Table 11 presents the regression equation investigating the effect of Motivation, Trust, and Reward variables on KS in SNs. The beta standardized coefficient value (β) of .66 indicates the effective role of the Motivation variable as an independent variable in predicting KS in SNs by SUMS employees as a dependent variable. In the regression equation to investigate the effect of the Trust variable on KS, the Beta coefficient value of -.08 was obtained, indicating the feeble role of the Trust variable as an independent variable in predicting KS in SNs by SUMS employees as a dependent variable. The regression equation to investigate the effect of the reward variable on KS in SNs shows a Beta coefficient value of .28, indicating the reward variable's influential role as an independent variable in predicting KS in SNs by SUMS employees as a dependent variable. To investigate the research hypothesis, which indicated "the effect of motivation, trust, and reward on the desire to share knowledge in social networks during the coronavirus pandemic outbreak," a t-test was performed to reject or confirm the hypothesis.

Table 11*The Results of the Regression Test of the Influence of Motivation, Trust, and Reward on KS in SN*

Model	β	<i>t</i>	<i>p</i>
Constant value of the regression of Motivation	.66	19.20	.000
Trust constant regression value	-.08	-2.83	-.005
Constant value of the regression of reward	.28	8.16	.000

According to **Table 12**, the statistical value of the significance level for the variable motivation is equal to .000. This value is less than .05, therefore the hypothesis of the research that indicates "Motivation affects the tendency to KS in SNs during the coronavirus pandemic by SUMS employees," has been confirmed. Therefore, there is no possibility of rejecting the hypothesis. Also, the statistical value of the significance level related to the Trust variable is equal to .000, and this value is less than .05, so the hypothesis of the research stating that "Trust affects the tendency to KS in SNs during the coronavirus pandemic by SUMS employees," has been confirmed. Therefore, there is no possibility of rejecting the research hypothesis. Because the statistical value of the significance level related to the variable is equal to .000 and this value is less than .05, the research hypothesis indicates that "Reward affects the tendency to KS in SNs during the coronavirus pandemic by SUMS employees" is confirmed. And there is no possibility of rejecting the research hypothesis.

Table 12*T-test to Determine the Proof or Rejection of the Hypothesis of the Effect of Motivation, Trust and Reward on the Tendency to KS in SNs*

Variable	<i>t</i>	<i>df</i>	<i>p</i>	<i>M</i>	95% Confidence Interval of differences	
					Lower	Upper
Motivation	85.71	339	.000	26.50	25.90	27.11
Trust	69.58	339	.000	12.94	12.58	13.31
Reward	47.12	339	.000	11.00	10.54	11.46

Discussion

Since knowledge sharing is an issue affecting the progress of organizational goals and virtual media are gradually changing the concept of KS in organizations, this study investigates the effect of trust, motivation, and reward on the tendency to KS in social networks among SUMS employees. In this research, in addition to investigating the role of the three factors of trust, motivation, and reward in KS, the spread of the coronavirus and the use of social networks have also been fully investigated. The results obtained from the gender of the respondents (more statistics of women compared to men) indicate the growth of women's higher education in medical affairs and the importance of families' attention to girls' education at higher levels. Being accurate in work matters, patience with patients, being regular and accurate in entering and leaving the workplace and having the desire to research in their specialized fields to improve their rank and academic field are some of the characteristics of women help them acquire medical positions and jobs and be successful in this matter. The youth of the workforce was the most important feature of the results of the age classification of the employees in this study. The youth of the workforce and the trust in the educated young people at the graduate level were two other characteristics of the employees of SUMS. The use of young people due to their high energy and enthusiasm in providing services as well as gaining knowledge and experience from experienced workers can be a potential that can be shared if it is accompanied by motivation, reward, and trust within the organization gained knowledge, promotion and providing as many services as possible for their parent organization, SUMS. The findings of the demographic section are consistent with the results of the research by Li et al. (2022) that most consumers were women and were active young people.

In relation to the effect of motivation (internal and external), reward, and trust on KS among SUMS employees, KS components showed that, in general, "coronavirus and its effect on KS" was the greatest effect and cause of KS, followed by "Increasing awareness" and thirdly "Sharing working knowledge" are the reasons for using SNs for KS. The conditions of the Corona pandemic accelerated and expanded the use of SNs, especially in organizations, institutions, universities, etc. "Increased awareness" was the second reason for using SNs for KS among SUMS staff. The results of the research of Sohrabi et al. (2021), in line with the results of this research, indicated the importance of self-awareness and increased individual awareness in sharing knowledge among the employees of organizations. A reason for people's extensive use of SNs is to gain knowledge about various matters and fields of interest. SUMS employees also believe that one of the main reasons for KS and its effect on the virtual community audience in SNs is to increase awareness. "Sharing professional and working knowledge" was another major reason for using SNs among SUMS employees. By using the broad opportunities and possibilities of SNs, it is possible to gather your primary audience around specialized topics and fields. With KS from colleagues, you can increase awareness, improve the quality and quantity of colleagues, and advance as quickly and better as possible. Achieve organizational goals. Even the current information and advertisement related to professional and business issues have been facilitated. Much time has not passed since the widespread use of SNs by Iranian employees of organizations, and this "SUMS employee performance evaluation based on KS components", which is at an average level, can be a positive sign of using SNs in the expansion of KS in organizations. We hope that the continuation of this process will improve the creation of services and increase the awareness of

employees and audiences. The evaluation of employee performance based on the amount of KS in SNs can be considered an essential component in the collective assessment of employee performance because of the use of SNs by almost most people in different societies, organizations, institutions, universities, etc. Forced to KS and inform the audience using SNs. Because in the campaign to achieve organizational success, using the opportunity of SNs has become a definite thing. SN use of SNs requires providing people with hardware, software, and internet infrastructure facilities. According to the SUMS staff, this university has provided the necessary facilities for using SNs towards specialized KS and work to a "moderate" level. Biranvand et al. (2021), in line with this part of the paper, show the effect of hardware infrastructure in KS among PNU faculty members.

The results of Wang and Lai's (2006) study, in line with the current paper, indicate the influence of information technology in relation to KS among the organization's employees. Not much time has passed since the rapid and widespread use of SNs to perform specialized work and KS among organizations, but it is expected that the provision of Internet infrastructure and the use of SNs in line with KS will be given special attention even in the post-corona era. Although many efforts have been made in this field, the necessary facilities have been provided. The confirmation of this is the average level of employee satisfaction with providing the necessary facilities for SN use of SNs among SUMS employees. If, over time and realizing the importance of using SNs in all fields, especially in relation to the sharing of working knowledge among the employees of most institutions, organizations, universities, etc., more and more advanced facilities related to infrastructure, hardware, and the software will provide the basis for the success of the organizational goals associated with this issue. The results of the study of Soleimanpour et al. (2017), contrary to the results of this study, indicated that the necessary infrastructure for KS by students in Shahid Chamran University of Ahvaz (SCUA) is in a lower-than-average condition.

The results obtained in relation to the components of motivation (internal and external) and their effect on KS (**RQ 1**) indicated that the essential factor and internal motivation of KS among SUMS employees are realizing the "importance of KS among employees." Therefore, SUMS employees realize that KS in SNs is necessary and promise the university's advancement and progress in the field of using the opportunities of SNs for the university. Acknowledging the "importance of KS" among employees causes the use and application of SNs in relation to increasing awareness, informing services and events, providing diverse and extensive web-based services, speeding up work, easy access to audiences, easy and fast statistics in most fields will expand side activities. Al-Dalaien et al. (2020) presented results in line with the current article on the effect of understanding the importance of KS on "KS among nurses and doctors." Today, a reason for using SNs is to spend free time and temporarily eliminate life's problems and generally gain pleasure. People with KS can share their knowledge about various matters with their audience through SNs. Knowledge from employees among colleagues not only improves a person's social status and increases self-confidence but also conveys a good feeling and pleasure to a person. Al-Dalaien et al. (2020) results, consistent with the current paper, indicate the effect of hedonism on KS among nurses and doctors.

The use of SNs and KS will gradually lead to "increased confidence" among those who do this (KS). Therefore, work KS can largely indicate employees' mastery of a subject. The mastery of shared knowledge in SNs shows the publisher's information and deep knowledge

about the published topic and provides information related to that topic to colleagues and social network audiences. The support of SUMS "managers and officials" of employees towards work KS in SNs was high. The results of Biranvand et al. (2021), in line with this part of the research, showed the effect of the managerial support factor in KS among PNU faculty members. This shows relevant academic officials' importance and special attention to KS in SNs. The support of academic administrators can be in various forms, such as financial rewards, promotion of academic rank and position, and certificates of appreciation.

Managers can encourage employees to share working knowledge by providing hardware and software facilities and approving the necessary budgets. The results of Kacperska and Łukasiewicz's (2020) study, in contrast to this study, indicate a positive attitude and support in KS among the employees of several tourism industry companies. KS in SNs leads to "improving people's social pages" status. This causes that eventually, if it is done professionally and regularly, the person will attract more followers and cause a larger community of people to be the audience of messages and information they will share in SNs in the future. Be more effective. SUMS employees can also avoid any side effects by interviewing medical experts in various subject areas, analyzing and ways to prevent certain diseases, providing detailed information on medical news, using animation and professional graphics related to medical issues. Going to social pages and pursuing academic and work goals, to a large extent, provide advancement of academic goals. KS in social networks allows a person who starts producing content and publishes and shares an article to have a better social base among colleagues, friends, and an audience of social pages than other colleagues. The increase in "increasing social status" in addition to increasing the awareness of the audience and the deepening of the individual in the subject in question, strengthens the working spirit. Along with the various motivations of KS, the role of "employee success and promotion" should not be ignored. Officials and higher managers can make effective decisions by monitoring the activities of people by evaluating and upgrading the rank and position of employees. This issue leads to salary increases and more financial rewards for employees. Increasing salaries and financial rewards, although low, as one of the external motivations, is a factor that can influence the performance of more activities of employees, including KS, in SNs. Generally, the effect of motivation components on KS showed a high correlation and a strong and positively meaningful relationship in relation to the KS of medical university employees in social networks.

The results obtained in relation to the components of trust and their impact on KS (**RQ 2**) indicated that the components of "lack of trust in the tools and programs of different social networks" are "fear of incorrect working knowledge and its sharing in SNs"; "Staff's lack of interpersonal trust," "Fear of losing position and academic position," "Fear of staff being replaced by each other" were, respectively, influential but weakly influential components of trust in KS in SNs. The results of Biranvand et al.'s (2021) research, in contrast to the results of this part of the research, indicated the high impact of the role of trust in KS among PNU faculty members. In contrast to this study, Al-Husseini (2021) found a positive and large role of trust in the desire of technical and engineering students of Iraqi universities in KS. The research results of Kacperska and Łukasiewicz (2020) also indicated the importance of the trust factor and its essential role in KS among the employees of several tourism industry companies, in contrast to the current research.

A reason affecting KS in SNs is the lack of trust in SNs programs. The sharing and sharing of working knowledge, because it occurs in the virtual space and inside SNs, will bring employees a kind of fear, fear that sometimes causes the lack of cooperation and activity of employees in SNs, and this is a reason for the lack of trust in SNs and activity. In them, it is done by employees. Some employees are unwilling to cooperate and be active in SNs to share professional and career issues due to "the fear of their knowledge being wrong about work matters and sharing it in the social network." The research results of Wang and Lai (2006), in line with the current research, indicate the influence of people's expertise in relation to KS among the organization's employees. Due to the lack of knowledge and mastery of their subject and fear of incorrect information, some employees avoid their activities and KS with their colleagues and audiences and do less work. Employees' lack of "interpersonal trust" in relation to specialized and occupational KS in SNs is considered one of the influential components of trust in KS. The results of this study indicate the low importance of this issue in KS among SUMS employees. The results of the Biranvand and Seifi (2019) research, in line with the current study, indicated the lack of confirmation of the "direct effect" of trust on the intention of KS among the members of the research and training centers affiliated with the Jihad Agriculture Organization of Fars. The results of Baker and Yousof's (2017) research, in contrast to the current paper, indicated the practical and vital role of trust in the members of one's unit in sharing as much information as possible in the organization. The results of the research of Swart and Harvey (2011), in contrast with the current article, indicated the effective role of trust in KS. "Fear of losing academic position and position" and "replacing employees with each other" were other factors that, although they had little effect on KS in this study among SUMS employees, can always be an obstacle to work in SNs, especially in the field of a job. Generally, the results obtained in relation to the influence of trust components in the KS of SUMS employees in SNs indicated a lack of correlation between these two variables, which means that the KS of SUMS employees in SNs depends on trust components such as "fear of replacing employees with each other," "fear of losing academic position and position", "lack of interpersonal trust among employees," "fear of incorrect working knowledge and its sharing in SNs" and "lack of trust in SNs tools and programs" were not present. A high percentage of the university staff had a positive opinion of these components.

The results obtained in relation to the reward components and their effect on KS (**RQ 3**) indicate that "financial incentives," "career promotion," "job security," "incentive leave," and finally, "increase in fixed salary" on KS have been impressive from SUMS staff. The results of Al-Dalaïen et al.'s (2020) study are consistent with the present paper, indicating the effect of rewards on KS. The results of Boer et al.'s (2011) research, in line with the current research, stated the direct effect of rewards in motivating employees to KS in the organization. The results of Wang and Lai's (2006) study, in line with the current paper, indicate the effectiveness of the reward system in relation to KS among the organization's employees. "Financial incentives" always encourage more employees to perform assigned tasks with quality, especially in SNs. In line with this part of the research, the results of Biranvand et al. (2021) found the effect of the reward system factor in KS among PNU faculty members. In contrast to the current research, Biranvand and Seifi (2019) indicated that incentives' direct effect on KS intention among members of the research and educational centers was not confirmed. Today, one of the main

activities of employees in the virtual space and the web is to provide information to the audience or customers.

For this reason, if rewards such as job promotion related to specialized KS and jobs in SNs are considered for employees, their dynamism and activity will increase in SNs, which will accelerate the provision of services and information and increase the awareness of employees. And society will become the target of organizations, institutions, and universities, and ultimately it will lead to the qualitative and quantitative improvement of these organizations and make their path smoother in achieving the predetermined goals. Job security and stability in the continuity of work can encourage people to do more and better organizational activities. The results of this part of the research conform to the study of Al-Dalaien et al. (2020). "Incentive leave" is always one of the effective incentives to attract employees of an organization to perform additional activities or to perform organizational affairs as best and faster as possible. Also, the increase in fixed salary could have an insignificant effect on KS in SNs from SUMS employees. Generally, the results obtained from the reward components and their effect on KS in SNs from university employees indicated a moderate to high correlation between these components and KS. This correlation created a significant relationship between the reward variable and KS in SNs; this means that the reward components "Financial incentives," "Job promotion," "Job security or stability and continuity at work", "Incentive holidays," and "Fixed salary increase" had a moderate to high correlation with KS in SNs. So that this correlation led to a significant relationship between the reward component and KS. According to the results obtained related to the research hypothesis, it can be said that the motivation variable affects the tendency to KS in SNs during the coronavirus outbreak by SUMS employees. There was a positive and significant relationship between the variable components of motivation and KS in SNs from SUMS employees. So that this positive and strong relationship and correlation created a meaningful relationship and finally confirmed the first hypothesis of the research.

Conclusion

According to the results obtained related to the research hypothesis (to test the confirmation or rejection of the research hypothesis), it can be said that the "motivation variable affects the tendency to KS in SNs during the outbreak of the coronavirus pandemic by SUMS employees." There was a positive and significant relationship between the variable components of motivation and KS in SNs from SUMS employees. Therefore, this positive and strong relationship and correlation created a meaningful relationship and finally confirmed the first hypothesis of the research. The variable "confidence in the tendency to KS in SNs during the coronavirus outbreak by SUMS employees" is influential, but the correlation test indicates a very low and negative correlation. According to the regression test results, the feeble and negative role of trust variable components in predicting KS in SNs was seen by SUMS employees. In this way, the components of trust were generally very low and negatively related to the KS component. Also, the results showed a significant and positive relationship and moderate to high correlation between reward components and KS in SNs from SUMS employees, and it impacted the reward variable on KS. Generally, the results of the research hypothesis showed that the variables of motivation, trust, and reward were effective on KS in SNs by SUMS employees during the outbreak of the coronavirus pandemic.

Among the reviewed research, the research by Karna and Ko (2022) has the most remarkable correspondence with this research. In this study, the components (Motivation and Trust) of KS in participation in social collaboration led to the management of COVID-19 in cyberspace. Their research also proved the effectiveness of the mentioned components on KS. Also, this research showed that social collaboration in an online space could reduce face-to-face communication during the outbreak of COVID-19 and guide the exchange of useful knowledge from face-to-face to virtual. In line with the current research, Li et al. (2022) practically tested the effect of motivations and rewards on the KS of customers in e-commerce platforms. In their research, motivation and rewards have been effective in people's willingness to share knowledge. Since knowledge sharing requires long-term commitment, it is necessary to identify important factors influencing people's tendency towards knowledge sharing, including trust, motivation, and reward (Curado & Vieira, 2019). In this study, the commitment to the university (with 57.6 percent) with the component of internal motivation among SUMS employees was at a high level. In Li et al.'s (2022) article, customers' loyalty was also seen in providing feedback. Therefore, it can be concluded that users of online services or employees of social networks show a desire to share knowledge based on the components of reward, trust, and motivation. In the research of Niu et al. (2022), it was found that manufacturers of devices related to COVID-19 tend to KS, which is beneficial in the investment of manufacturers. In this research, incentive alignment opportunities to share knowledge for COVID-19 were compared, which is consistent with the motivations in the current study. In the study of Rahman et al. (2022a), in line with this research, the two components of trust and motivation in the effective KS model show that they are critical to the effectiveness of KS. Also, the results of their research with the results of the current study prove that there is a strong relationship between online social networks and KS effectiveness. As researched by Rahman and Hussain (2022b), trust variables had an essential effect on KS-related behaviors. Overall, from the viewpoint of employees, users of virtual social networks, and even online shopping platforms, the components discussed in KS have played a clear role in the promotion and implementation of KS more effectively (Karna & Ko, 2022; Li et al., 2022; Niu et al., 2022; Rahman et al., 2022a).

KS is a vital tool that can ultimately lead to the sustainable development of organizations. However, virtual social networks have undergone effective changes in their communication patterns (Razmerita et al., 2016). For this reason, SUMs are not exempt from this. KS is a type of active coping behavior when people provide knowledge to others in the organization to help solve problems and improve work results (Chaturvedi & Singh, 2021). Accordingly, knowledge sharing may serve as an effective coping behavior through which employees can effectively manage pandemic stress and thus improve their innovative performances even in the post-coronavirus era. Therefore, employees will improve their chances of promoting and successfully implementing creative ideas (Georgiou et al., 2020). This research attempted to enhance the opportunities that cause widespread reflection of the information in the conditions caused by the Corona pandemic by presenting and testing the motivation, trust, and reward components of knowledge sharing. Thus, the success of an organization, including SUMS, especially in the conditions of the corona pandemic and post-corona, depends on KS. This study contains new practical knowledge for departments dealing with crisis-causing pandemics among frontline workers. There is also the sharing of knowledge in social networks, whose capabilities are increasing.

Finally, it is suggested to investigate the organizational factors affecting the occupational KS of SUMS employees in SN Instagram and LinkedIn and investigate the performance of SUMS employees in KS during the coronavirus outbreak. To study the position of SUMS performance in KS in the social network LinkedIn since the outbreak of the Corona virus. Examining the relationship between the motivation of employees in KS and the degree of advancement of SUMS academic goals is one of the cases that can be an independent research topic. To empower SUMS employees, it is necessary to consider specialized training workshops and use financial incentives and incentive leave from managers to support as many active employees as possible in KS in SNs.

Research limitations and Suggestions

The prolongation of research data collection during the coronavirus pandemic and the lack of a standard questionnaire that included all research variables were some limitations that the researchers faced while conducting the research. According to the results obtained from the present study, holding training workshops on the use of SN in a specialized way; providing more facilities and infrastructure for employees in relation to performing knowledge activities and sharing them in SN by the university; The need for officials and managers to pay more attention in evaluating the performance of employees based on their work activity in SN; the need for employees to pay more attention to sharing work knowledge related to the university due to increasing social prestige, work commitment, and increasing self-confidence, improving their social pages and the effect of KS on career success; and the need to use financial incentives as well as incentive leave from managers is suggested to support as many active employees as possible in sharing knowledge in the space of SN.

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