

Directions: *There are 2 passages in this section. Each passage is followed by some questions or unfinished statements. For each of them there are four choices marked A), B), C) and D). You should decide on the best choice and mark the corresponding letter on **Answer Sheet 2** with a single line through the centre.*

Passage One

Questions 46 to 50 are based on the following passage.

Social media can be a powerful communication tool for employees, helping them to collaborate, share ideas and solve problems. Research has shown that 82% of employees think social media can improve work relationships and 60% believe it can support decision-making processes. These beliefs contribute to a majority of workers connecting with colleagues on social media, even during work hours.

Employers typically worry that social media is a productivity killer; more than half of U.S. employers reportedly block access to social media at work. In my research with 277 employees of a healthcare organization I found these concerns to be misguided. Social media doesn't reduce productivity nearly as much as it kills employee retention.

In the first part of the study I surveyed the employees about why and how they used platforms like Facebook, Twitter, or LinkedIn. Respondents were then asked about their work behaviors, including whether they felt motivated in their jobs and showed initiative at work. I found employees who engage in online social interactions with co-workers through social media blogs tend to be more motivated and come up with innovative ideas. But when employees interact with individuals outside the organization, they are less motivated and show less initiative.

In the second part of the study I found 76% of employees using social media for work took an interest in other organizations they found on social media. When I examined how respondents expressed openness to new careers and employers, I found that they engaged in some key activities including researching new organizations and making new work connections.

These findings present a dilemma for managers: employees using social media at work are more engaged and more productive, but they are also more likely to leave your company. Managers should implement solutions that neutralize the retention risk caused by social media.

They can create social media groups in which employees will be more likely to collaborate and less likely to share withdrawal intentions or discussions about external job opportunities. Managers can also use social media to directly reduce turnover(跳槽) intentions, by recognizing employees' accomplishments and giving visibility to employees' success stories.

46. What does previous research about social media reveal?

- A) Most employees think positively of it.
- B) It improves employees' work efficiency.
- C) It enables employees to form connections.
- D) Employees spend much of their work time on it.

47. What did the author's own research find about social media?
- A) It influences employees' work negatively.
 - B) It does much harm to employee loyalty.
 - C) It kills employees' motivation for work.
 - D) It affects employers' decision-making.
48. What did the author find in his study about the effect of online social interactions?
- A) It differs from employee to employee.
 - B) It tends to vary with the platform used.
 - C) It has much to do with whom employees interact with.
 - D) It is hard to measure when employees interact with outsiders.
49. What problem was found with employees using social media for work?
- A) They seldom expressed their inner thoughts.
 - B) Most of them explored new job opportunities.
 - C) They were reluctant to collaborate with others.
 - D) Many of them ended with lower productivity.
50. What does the author suggest managers do to neutralize the retention risk?
- A) Give promotions to employees for their accomplishments.
 - B) Create opportunities for employees to share success stories.
 - C) Acknowledge employees' achievements through social media.
 - D) Encourage employees to increase their visibility on social media.