

SOCIAL MEDIA MANAGEMENT OPPORTUNITIES IN BUSINESS ACTIVITY

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Abstract: The findings of this research clearly demonstrate that social media has profound and multi-dimensional effects on business activity. By analyzing its impact across four main domains - Lifestyle, Job & Organizational Performance, Marketing & Consumer Behavior, and Productivity & Cultural Development - this study proves, that social media is not only a communication tool but a transformative force that reshapes modern life.

The conceptual model developed in this research highlights how these domains are interconnected and mutually reinforcing. Lifestyle changes influence job performance; organizational innovations affect consumer behavior; and cultural development shapes the way societies adopt and integrate social media. This cycle of influence validates the importance of managing social media as a holistic social phenomenon rather than as isolated effects.

Keywords: business activity, life style behavior, social media, business environment management, marketing

JEL code: M3

Research aims: to comment on the possibilities of social media in the business management system.

Research novelty: conceptual approaches to the possibilities of social media and business management have been proposed.

Introduction

The integration of theory with practical analysis strengthens the reliability of proposals for finding social media impact on business activity (Emmanuel Bruce, Sulemana Bankuoru Egala. 2022). The outcomes in this research serve as a clear framework that can be used by policymakers, researchers, and organizations to better understand and manage the challenges of social media. This proves that the proposal is not only theoretical but also practical, offering guidelines for real-world applications (Khachatryan, N., Khachatryan, K. 2025).

Ultimately, this study provides strong evidence that the four domains identified are critical to understanding the broader relationship between social media and society. By recognizing these

effects and managing them effectively, societies can maximize benefits such as trust, innovation, and productivity, while minimizing risks such as misinformation, overdependence, and cultural erosion (Hakobyan, A., Tshughuryan A., & Martirosyan, G. 2023). The proposed model therefore stands as a valuable contribution to both academic research and practical management strategies in the digital age.

Research results

This conceptual model illustrates the relationship between social media and business activity (see Figure 1). It highlights four main domains where social media has significant impacts: Lifestyle, Job & Organizational Performance, Marketing & Consumer Behavior, and Productivity & Cultural Development. These domains are interconnected and together shape the overall societal outcomes of social media usage.



Figure 1. Social median management directions in business activity framework

Table 1 summarizes the four main domains of the relationship between social media and society, along with their key dimensions and indicators.

Table 1. Key Components of Social Media & Society Relationship

Main Domain	Key Dimensions	Indicators / Factors
Lifestyle	Leisure, identity, cultural habits, consumption patterns	Cultural capital, social trust (family trust, interpersonal trust, institutional trust)
Job & Organizational Performance	Social capital, job satisfaction, organizational commitment	Structural, normative, cognitive dimensions of social capital; internal & external satisfaction
Marketing & Consumer Behavior	Social interaction, social media commitment, customer relationship management (CRM)	Purchase intention, customer loyalty, social information influence, normative social influence
Productivity & Cultural Development	Information society, innovation, creativity, cultural development	Knowledge sharing, social capital, cultural values, new norms, global cultural interaction

The model shows how social media shapes and influences different parts of society. It identifies four main domains that are

strongly affected by the growing use of social networks. These domains are not separate; they are connected and influence each other in a cycle. Managing social media properly in each of these areas helps societies benefit from positive impacts while reducing negative effects (Tshughuryan, A., Mnatsakanyan H. & Grigoryan, L. 2025).

1. Lifestyle

Social media has transformed daily life. It affects how people spend their free time, interests, the way they present their identity, and even their cultural and social trust. While it opens doors to modern lifestyles and global connections, it also challenges traditional norms and reduces trust in some cases. Lifestyle is the first and most visible area where the effects of social media can be seen.

2. Job & Organizational Performance

In the workplace, social media provides new opportunities for collaboration, knowledge sharing, and communication. At the same time, it influences employee satisfaction and their commitment to organizations. Social capital (the trust, values, and relationships among employees) is one of the strongest factors in this domain. When managed effectively, social media can increase productivity and innovation in organizations (Social media users 2025).

3. Marketing & Consumer Behavior

Social media has completely changed how businesses and customers interact. People now rely on reviews, feedback, and recommendations from others before making purchases.

Companies use platforms to create loyalty, build relationships, and influence buying decisions. Customer Relationship Management (CRM) is no longer limited to phone calls or emails-it now happens directly through social media channels (Social media usage and growth statistics 2025).

4. Productivity & Cultural Development

On a broader level, social media impacts how societies grow, innovate, and develop culturally. It spreads knowledge and values, creates global cultural exchanges, and shapes new social norms. At the same time, it can bring challenges such as misinformation or overdependence. If managed carefully, social media can become a driver of creativity, learning, and cultural development across communities.

The Management Issues of Relationship Between Social Media and Society

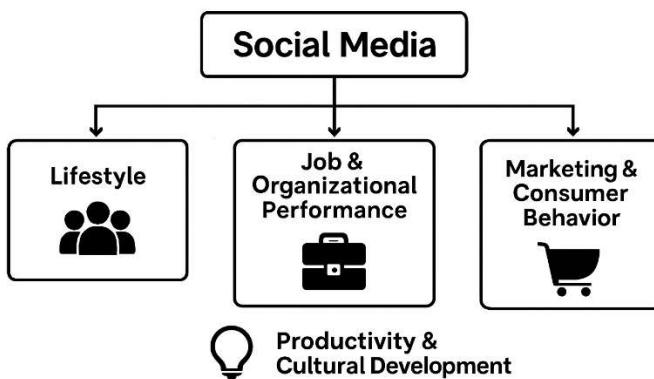


Figure 2. The management framework of relationship between social media and society

This conceptual model is important, because it shows that social media is not just a tool for communication - it is deeply tied to society's structure, values, economy, and culture (see Figure 2). Each of the four domains feeds into the others, creating a cycle of influence. Good management of social media can help societies balance risks and benefits, leading to stronger trust, better organizations, more effective marketing, and sustainable cultural development.

Table 2. The components of novelty for social media and business activity management framework

Novelty	Description
Media Message Management	Development of a concept for managing media messages in the “social media–society–business environment” chain.
Lifestyle & Social Trust	Identification of key factors of social media’s influence on lifestyle, with approaches for managing culture and social trust.
Job Satisfaction & Social Capital	New media management methods to enhance organizational activity by improving job satisfaction and network-based social capital.
Online Brand & Consumer Behavior	Proposal of online brand management strategies to influence consumer behavior within social media virtual communities.

The novelty of this research lies in presenting practical proposals for improving the management of the business environment in the context of online social media and public relations (see Table 2). Specifically, this study makes the following original contributions.

The figure below shows the conceptual framework, where the central element is the relationship between social media, society, and the business environment. The four main novelties branch out from this central relationship.

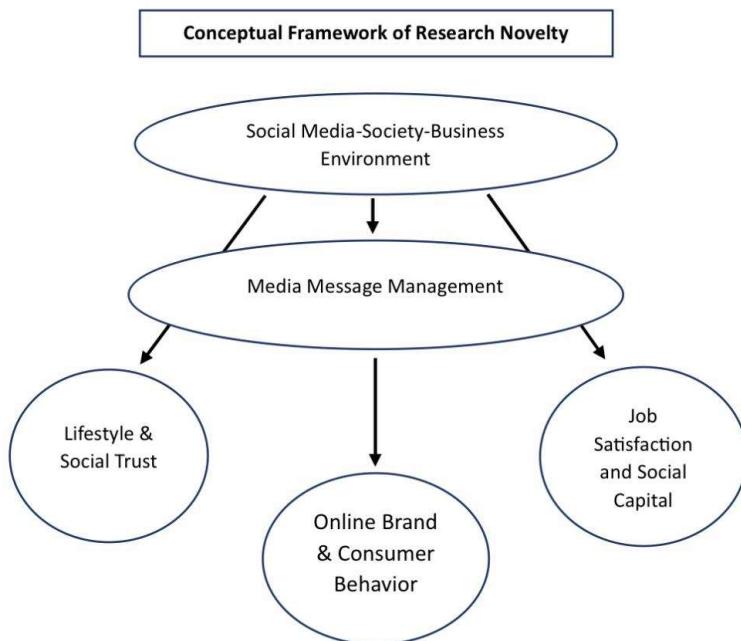


Figure 3. Conceptual Framework of Research Novelty

Conclusion

Social media is currently a major tool for influencing not only people's lifestyles, but also the business environment. While social media has traditionally been used as a marketing tool, opportunities are now emerging to make the interactions between social media and the business environment manageable.

Studies show that social media has a profound and multidimensional impact on business activities. Analyzing its impact in four main areas: lifestyle, work and organizational effectiveness, marketing and consumer behavior, productivity, and cultural development, we come to the conclusion that social media is not only a communication tool, but also a transformative force that is reshaping modern business activities.

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Արմեն Ճուղուրյան

Հայաստանի պետական տնտեսագիտական համալսարան
Հյուսիսային համալսարան
տնտեսագիտության դոկտոր, պրոֆեսոր

Նոննա Խաչատրյան

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Մոհամմադ Սաջադ Ֆարզանեգան

Հայաստանի Եվրոպական համալսարան, ասպիրանտ

Բանալի բառեր - գործարարություն, կենսակերպ, սոցիալական մեղիա, գործարար միջավայրի կառավարում, մարդեթինգ

Սոցիալական մեղիան ներկայումս կարևորագույն միջոց է հանդիսանում ազգելու ոչ միայն մարդկանց ապրելակերպի, այլև բիզնես միջավայրի վրա: Եթե ավանդաբար սոցիալական

մեղիան կիրառվում էր որպես մարքեթինգի եղանակ, ապա ներկայումս հնարավորություններ են ձևավորվում կառավարելի դարձնելու սոցիալական մեղիայի և բիզնես միջավայրի փախզեցությունները:

Ուսումնասիրությունները ցոյց են տալիս, որ սոցիալական մեղիան խորը և բազմաչափ ազդեցություն ունի բիզնես գործունեության վրա: Վերլուծելով դրա ազդեցությունը չորս հիմնական ոլորտներում՝ կենսակերպ, աշխատանքի և կազմակերպության արդյունավետություն, մարքեթինգ և սպառողի վարքագիծ, արտադրողականություն և մշակութային զարգացում՝ գալիս ենք եզրահանգման, որ սոցիալական մեղիան ոչ միայն հաղորդակցման գործիք է, այլև փոխակերպող ուժ, որը վերածնավորում է ժամանակակից բիզնես գործունեությունը:

Հետազոտությում առաջարկվող հայեցակարգային մոդելը ընդգծում է, թե ինչպես են այս ոլորտները փոխկապակցված և փոխադարձաբար լրացնում միմյանց: Կենսակերպի փոփոխությունները ազդում են աշխատանքային արդյունավետության վրա, կազմակերպչական նորարարությունները ազդում են սպառողի վարքագծի վրա, իսկ մշակութային զարգացումը ձևավորում է այն մոտեցումը, թե ինչպես է հասարակությունը ընդունում և ինտեգրում սոցիալական մեղիան: Ազդեցության այս շրջափուլը հաստատում է սոցիալական մեղիայի կառավարման կարևորությունը որպես ամբողջական սոցիալական երևույթ բիզնես միջավայրում, այլ ոչ թե որպես տեղեկատվության ներկայացման միջոց:

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Conflicts of Interest:

The authors declare no ethical issues or conflicts of interest in this research.