

Enterprise Social Media influence on organizational practice: a dispositif analysis perspective

Sub-theme 58: 'Reshaping Firms: Downsizing, Reorganizing, Intervening'

Signe Dyrby, sd.itm@cbs.dk,

PhD Fellow,

Copenhagen Business School

Abstract

This paper explores the introduction of Enterprise Social Media into organizational practices. The investigation draws on Foucault's perspective of dispositif analysis as an approach to analyzing and understanding the influence of technology on organizations. The dispositif analysis is pursued through the illustration of an organization implementing an enterprise social media technology for the practice of knowledge management. In the analysis two dispositifs are considered, a dispositif of hierarchy and a dispositif of network. A discussion is carried on the dispositif analysis as a method including opportunities and limitations. It is argued that allowing for the analysis of historically formed dispositifs can add to our way of understanding the influences of technology on the social order of organizations.

1 Introduction

The reshaping capabilities of technology in organizational practices are not a new phenomenon. Attributed influence in organizational areas such as culture (Leidner and Kayworth 2006), performance (Melville et al. 2004), learning (Alavi 1994; Attewell 1992), and change (Markus and Robey, 1988) technology has proven to be an important part of shaping organizations. Thus, understanding technology influence on organizations has been a prominent topic within many fields such as organizational studies, information systems studies, and management studies. Studies dealing with technology in organizations have faced many challenges including approaches to describing technology (Orlikowski and Iacono, 2001) as well as how to approach the analysis of the influence of technology on organizations (Orlikowski and Baroudi, 1991).

With the recent advances in technology and especially the move towards use of more social technologies such as social media within organizations the description and understanding of these technologies are again becoming key for organizations. Today, social media has become a phenomenon transcending private, public and commercial spheres. The changes brought on by social media have been described in many aspects demonstrating how the media are giving people a voice in the world and allowing interactions to emerge (Kaplan and Haenlein, 2010). In organizations, social media, referred to as enterprise social media, have been afforded a great deal. Treem and Leonardi (2012) show how enterprise social media are providing new opportunities and changing organizational dynamics accordingly. The social technologies are adding new layers of visibility to the organizational communication allowing all organizational members to see and hear what each other have to say (Leonardi et al., 2013). Especially the capabilities of the enterprise social media has been argued to influence organizational practices of knowledge sharing and creation through the broad distribution of information it allows (Brivot, 2011). An interesting perspective for research resides in how we can work with describing these changes that enterprise social technologies bring to organizational practices.

The following research question is pursued, *How does enterprise social media influence the organizational practice of knowledge management and how can we describe this influence?*

Foucault (1977) approaches the description of changes in society by looking into the past in order to say something about the future. Through concepts of discourse and power Foucault puts forward a historical perspective as a way for us to investigate certain phenomena and the way they change (Falzon, 1998). Peltonen (2004) highlights how an overlooked concept in the use of Foucault's analysis is that of *dispositif*. In the use of *dispositif* Foucault (1976) introduces a frame for us to make use of history and describe discursive and non-discursive elements of the changes occurring. This paper seeks to add to ways of exploring social technology in organizations by investigating the use of Foucault's *dispositif* analysis to study technology in organizations.

The investigation is carried out on the basis of a case study of a company implementing an enterprise social media for knowledge sharing and management. The study describes the adoption of enterprise social media in light of the history of previous knowledge management initiatives in the case organization. Using Foucault's *dispositif* analysis the descriptions of past and present practices involving knowledge creation and sharing demonstrate how a new social order emerges from the adoption of the enterprise social media technology.

Next the theoretical foundation of the study is outlined and the research setting and premise is explained. The analysis is presented through providing a historical account of the organizational use of technology for knowledge sharing practices followed by the presentation of two dominating *dispositifs* of hierarchy and network. The findings are discussed and concluded upon with reflections for further applications of the *dispositif* analysis.

2 Theoretical foundation

The theoretical foundation is based on perspectives of information technology and organizational practices, social media in organizations and on the presentation of the dispositif and the dispositif analysis.

2.1 *Technology and organizational practices*

In organizations the influences of technology are found at all levels shaping both large-scale operations and every day practices. In the structuring of an organization the duality that exists between technology and practices presents a constant and ongoing development of the organization (Orlikowski and Robey, 1991). The interplay between the two thus becomes important when considering the shaping and reshaping of the organization. In terms of organizational practices the influences of technology have been demonstrated to a high extent in the practices that members of the organization carry out. Linked to organizational practices of collaboration (Smith and McKeen, 2011), learning (Robey et al., 2000), productivity (Black and Lynch, 2001), performance (Brynjolfsson and Hitt, 2000) and innovation (Nambisan et al., 1999) information technology has been established as a key element in many regards. One of the central elements highlighted in these studies is the enhanced knowledge sharing and creation that information technology provides organizational members.

Pan and Leidner (2003) note how information technology support practices of knowledge sharing between different communities of practice. Information technology appears to break down barriers for information and knowledge allowing access to what was not otherwise accessible to the members of the organization. The impact of information technologies in organizations has led to much research into knowledge management systems treating knowledge as a valuable resource within the organization (Alavi and Leidner, 2001). Establishing successful technologies for the handling of organizational practices of knowledge creation and knowledge management requires the balance between the organizational culture, techniques and technologies (Bhatt, 2001). In the development of new virtual technologies for knowledge management the understanding of what binds these practices together and how it is shaping the organization becomes even more important. The combination of virtual work practices involving knowledge creation and sharing

with information technologies is then not to be taken lightly as it can have consequences for the success of work within the organization (Griffith et al., 2003). Within these new technologies promoting virtual work are social media technologies, called enterprise social media, which are starting to enter the organizational practices.

2.2 Enterprise social media and organizations

Enterprise social media technology has arisen from the adoption of social media into organizational practices (Leonardi et al., 2013). Placing social media at the top of executives lists Kaplan and Haenlein (2010) present a definition of the concept describing it as a collection of internet-based applications that build on Web 2.0 and allow users to exchange user generated content. Boyd and Ellison (2007) define social media as a web-based service that allow users to perform actions of creating profiles, articulating a list of users who they want to connect with and give users the ability to view and investigate this list through an online system. The open nature of the social media is highlighted through the increased connectedness and transparency between the parties communicating on the media. Enterprise social media, relate to the capabilities attached to social media and are further referred to as second-generation knowledge management systems designed to encourage the development of communities of practice and to stimulate the 'knowing experience' rather than merely transferring knowledge (Brivot 2011). Through the added opportunities for communication and ongoing dialogue between all members of the platform, enterprise social media put emphasis on social relationships, communication, conversation and ad-hoc social sharing (Reimer and Scifleet 2012).

Enterprise social media are unique in their ability to communicate messages both to specific individuals and broadly to everyone in the organization. Treem and Leonardi (2012) investigate the use of enterprise social media within organizations, recognizing that there are four main affordances that can be linked to social media in an organizational communication context. The four consistent organizational affordances of enterprise social media are visibility, editability, persistence and association (Treem and Leonardi, 2012:9). The open display of particular co-workers as communication partners, and the posting, editing, and sorting of text and files, while preserving all the interactions in the digital medium, enable broad communication (Leonardi et

al., 2013). This increased visibility appears to be exactly where enterprise social media are making a big impact on organizations. While media such as email, chat, and telephone conversations are preserved between the invited members, the interactions on the enterprise social media are at most times shared across the entire organization, allowing everyone to see and follow what is going on (Cross et al. 2003). Previously, many organizational interactions have been invisible, but they are now performed in the open, adding a new layer of visibility and transparency.

The many characteristics, both social and technical, of the enterprise social media technologies indicate how the introduction of them into organizations can introduce changes in the organizational practices. In order to look into these the sociological concept of *dispositif* from Foucault is investigated as an approach for describing the changes that the social technologies bring to the social order of the organization.

2.3 *Foucault's Dispositif*

In scholarly interpretations of Foucault's writing his concept of discourse has often dominated the description of the contribution made. Some scholars (Peltonen, 2004; Pløger, 2008; Raffnsøe et al., 2008) describe how discourse appears only to make up part of the way Foucault describes and presents the social world to us. Foucault's literature also introduces the wider concept of the *dispositif* (Pløger, 2008; Raffnsøe et al., 2008). The *dispositif* includes discourses, institutions, architecture etc. and center on understanding practice and the relation between practices more than solely focusing on single discursive elements. It is in the relation between the different elements of the *dispositifs* and the uncovering of the patterns between them that we can be able to understand the world.

The *dispositif* is thought to present an overall pattern in social action that demonstrates how a certain thing has worked or continues to work predisposing to social interactions (Raffnsøe et al., 2008). It is in the look into social relations and interactions between individuals as well as a description of these relationships that we can start to make out these patterns of social actions. Foucault (1980) refers to the *dispositif* itself as a system of relationships that can be established

between elements of discourses, institutions, architectural forms, regulatory decisions, laws, administrative measure, scientific statements, philosophical, moral and philanthropic propositions. In the literature from Foucault (1977) the deciphering of these relationships is centered on a presentation of the before and after to present the dispositifs that are a part of this transition. In *Discipline and Punish* (1977), Foucault shows how the move in punishment from the body to the soul causes new dispositifs to emerge both in terms of discourse describing punishment, institutions of prison and actions of justice. The change from one order to another can thus enable the development of new dispositifs that have their major function in a given historical context (Foucault, 1980). In *A history of Sexuality* (1976) Foucault provides an analysis of the change between two dispositifs. The dispositif of alliance determined by a system of marriage and development of kinship ties and the dispositif of sexuality determined by more mobile systems and contingent power relations (Peltonen, 2004). In this demonstration Foucault (1976) show how dispositifs include both discursive and non-discursive elements and that the focus is on the relation between the two. The dispositif can be something we act through in the form of a certain logic that assigns what can be done and provide certain guidelines. It is in these guidelines that the dispositif is tied to the creation of a normative logic that can take part in reorganizing social interactions in a given context. The concept of social context is not tied to any specific form but can for example be in the form of an organization or collective. According to Peltonen (2004) it is within this context that the dispositif is influenced by and can influence norm creation and formulation.

Dispositif Analysis

The goal of the dispositif analysis is to grasp the overall social relations that link together elements making up the dispositif (Foucault, 1980). In a sense it can be described as the investigation of a social order while it is being created (Reffsnøe et al., 2008). The dispositif analysis often investigates certain phenomena that are undergoing a change in history for example punishment, discipline or sexuality. The analysis highlights and displays the social connection and normative behavior that surrounds it.

The aim of the dispositif analysis becomes clearer in the explanation of how the text seeks to describe and form a corpus of knowledge, techniques and scientific discourses that now make up

the power to punish (Foucault, 1977). The idea of the text is then found in how the telling of the past and historical occurrences can foster a presentation and unveiling of the present (Foucault, 1977). In this framing of the analysis it is possible to decipher how the historical look into the past in terms of certain elements can reveal a presentation of what makes up the dispositifs surrounding a given phenomena. One central thing that dominates the analysis from Foucault (1977) is the creation of a binary relationship between concepts within the dispositifs. It is in the presentation of these opposing values tied to the objects through the dispositif that underline the distinctions in the social orders created.

Objects are at the center of Foucault's (1977) analysis. In the investigation of these objects Foucault (1977) looks for and compares the meaning that they are ascribed within the frame of the different historical contexts and perspectives. It is in this meaning creation that the representations of the objects can be observed. In the presentation of the body Foucault (1977) underlines how the binary relationship observed in the changing dispositifs places describes either the body as one or the body as parts. It is thus possible to observe a distinction between the different representations of the object. Norms make up key elements of the dispositifs composition in the way in which the behavior and mentality of society is connected to normative formations (Foucault, 1977). The norms are often found in the identification of opposing values identifiable within each dispositif. Framing discourses are a part of the elements that make up the dispositif. The discourses are often described through the creation of certain signals and symbols that characterize the dispositif (Foucault, 1977). In particular the framing discourses become an important element in the relationships through their role in coding and decoding of norms and objects within the dispositif. Policies as an element of the dispositif become exemplified in the change in rules and components that make up the systems within each dispositif. In particular Foucault (1977) shows how they are often found in the creation of set models and rules that are designed to provide solutions. However, they can often also represent certain problems through their assignment of particular rules and set ways for things to occur. The creation of these policies is tied strongly to the relationships forming the dispositif as they often prescribe certain boundaries or approaches that must be kept. Finally, networks of power present an important element in the composition of the dispositif and they often underline the relationship structure between the different elements.

The theoretical background demonstrates how there is an interest in uncovering approaches for how we can describe the influence of enterprise social media as a technology in organizations. Introducing dispositif analysis has given a suggestion of how we can approach the description of what influence the enterprise social technology may have on the social order of the organization. Reflecting the new technology in the history of the older initiatives according to Foucault's dispositif analysis can thus provide insight into how the social actions and interactions take place.

3 Research setting and premise

The data for this study is gathered in a Danish IT consultancy company, utilizing the enterprise social media Yammer. The company currently has 41 employees and specializes in consultancy services within Microsoft SharePoint solutions, assisting large international companies. Most employees are based in client offices and work from there on a daily basis. Following a period of extensive growth in number of employees Yammer was adopted as a tool for internal communication and knowledge sharing in the summer of 2012 at the initiative of the new CEO. Until then the company had relied on communication sources such as email and the company intranet.

The data collection is based in the gathering of information about the previous knowledge management initiatives at the company as well as the process of implementation and adoption of social media into the practices of the employees. The case material includes, interviews with employees that have undergone the transition from one system to the other, field observations made on site at the company and online as well as logged data from the Yammer platform. Further, the outline of the initiative and process as described by the person in charge of the implementation of the social media platform is also made use of. The history serving as the basis for the investigation in this paper is thus based on the compilation of the different sources into making up the story.

Table 1: Overview of data collection	
Source	Data collected
Field observations	163 hours on site (over 3 months), ongoing engagement and observation online on Yammer platform
Interviews	10 interviews with employees lasting between 40-50 minutes (CEO, HR manager, sales people, project managers, consultants, and student worker)
Yammer log data	1,997 Yammer posts and their comments

The organization has previously explored many initiatives for knowledge management in order to enable their employees to work together and share and create knowledge. In the company knowledge management is described as the creation and sharing of information among employees. In this process special focus is put on enabling communication between employees to facilitate knowledge creation and to allow for the created knowledge to be stored and shared internally in the organization. The knowledge that the organization is aiming to create involves development of client solutions and ideas as well as optimization of work processes and systems. Within the case several impacts following the adoption of social media for knowledge management has already been noted in terms of change in reach, influence and connection frequency between the employees at the company. The company objective with the addition of social media as a tool is to enhance the connection between the employees especially the ones that are spatially dispersed.

3.1 Data analysis

The purpose of Foucault's (1977) *dispositif* analysis is to look into the corpus of a historical change and investigate what makes the power available for the organization through a historical perspective. The historical account is described on the basis of central activities or events that take place in regards to the use of knowledge management technologies and approaches. In accordance with Foucault (1977) the story is presented in stages that all describe a certain part stage of the story.

The historical account is based on the technologies used and adopted for knowledge sharing and creation within the company. The account describes the different knowledge management technologies and the surrounding effects of these within the organization including the adoption of the social media tool Yammer into the organizational knowledge sharing practices. The story is treated as a narrative (Czarniawska, 2004) outlining the company initiative to adopt a new social media technology including their experiences with past technologies. The organization has previously relied on an intranet in the form of a bulletin board as well as email, phone and scheduled in-house meeting. All employees have access to the platform including top management. The use of the social media technology have quickly come to replace certain meetings, which were instead facilitated on the social media platform in either open public groups or private invite-only groups.

The use of Foucault's (1977) social history from the sociological tradition is applied as a method. On the basis of this selected works from Foucault will be focused on throughout this paper. It is recognized that his work extends beyond these selected however the objective of this paper is not to investigate Foucault's writings in full detail but to explore the use of his dispositif analysis to provide insight in regard to the empirical case implications in particular.

4 The historical account

In accordance with the perspective outlined in the background section the case organization describes knowledge management as the creation and sharing of knowledge among employees. Central to these actions are the communicative and social practices that enable communication and information sharing among the employees at the organization. The purpose, in line with Foucault's (1977) dispositif analysis is to look into the corpus of the history and describe what makes the power to create and share knowledge available for the organization. In the historical account the description is divided into three main periods of time in order to separate the different practices and initiatives surrounding knowledge management at the organization. The three parts are the beginning, the next step and the new.

4.1 *The beginning*

In the early days of the case organization the internal communication was centered round a meeting culture with a following dissemination of the core ideas and input arrived at within the meeting. The structure of the organization was based on a one location based group of employees that were all placed in the same location and facing each other on a face-to-face basis almost everyday either in the office or at the client locations. The communicative tools involved the use of phone and internal mail as well as emails passing back and forth between the employees. In the message transfer the format would dominantly assume a one-to-one message or the delivery of a one-to-many message often in a standardized format. Most of the knowledge creating initiatives was found in the structure of meetings set up between selected groups of employees that through scheduling and organization could meet up. After the meeting had taken place the findings or conclusions reached at the meeting would be distributed to the other employees within the organization through an email. The channels of communication were based on the delivery of messages from the sender to either one receiver or to a group of receivers. Especially in the communication of one message to many a form of standardization of the message format and style was required. The more one-to-one based interactions were often kept private and were contained to take place wither in separate offices, meetings rooms around the coffee machine etc. The place of these interactions was not always know and often involved a selected number of individuals coming together on either a set or more ad hoc basis. The knowledge created via these encounters were often kept between the involved parties or simply discarded as the individuals carried on with their day. The creation of knowledge was also found mostly among the employees on the same project, as the ability to get into contact with people in proximity either physically or via phone and email would occur easier within these workgroups.

In the sharing and distribution of knowledge the company would rely on certain communicative sources for the information, this could for example be the office manager or the CEO. The knowledge sharing would take place from employee to employee and rarely reach the whole company as the information for all of the company was often passed on to one of the intermediary channels, such as the CEO or office manager for them to distribute. In this way the format for knowledge sharing assumed a formal nature, as the sender of the knowledge would be centered at the core of the organization. The status of this was not determined by formal policies

but rather resided in the organizations 'unwritten model' for knowledge dissemination. In this way the employees would approach some of the central organs in the organization with the knowledge they wish to disseminate. This process also implied a number of processes to refine and make clear the knowledge and information shared, as it would have to pass through a number of hands before being disseminated.

4.2 *The next step*

The change that followed for the organization was the introduction of an intranet to use for delivery of information and one-way communication in the form of online posting of messages to the whole company. An online message site working as the front page of the employee intranet served as an electronic bulletin board. The messages on this online platform were dominated by the one-to-many format previously found in the centralized and standardized messages distributed via email or internal mail. Through the posting of one message on the online format it was possible to reach the entire organization. The first intranet platform did not support engagement from employees on the basis of the posted messages. This led the organization to develop their own system in the form of a discussion forum that would facilitate a platform for the employees to post messages to each other. This initiative was created to facilitate additional knowledge creation and sharing by allowing the responses and opinions of the employees to be distributed via the online platform. The interactions generated on this discussion forum were mostly dominated by messages of a formal nature serving a purpose of informing about events, current projects and so forth. The engagement of the employees was then not happening through active discussions and debate but served an information delivery purpose. The creation of knowledge within the company still mostly took place in the meeting rooms and offices of the individual and sometimes the results of these meetings would make it to the online discussion forum or the intranet news. In the sharing of knowledge through the online intranet the knowledge would often be posted but without any reaction following. Thus, the sharing of knowledge did not seem to facilitate or inspire any additional knowledge creation within the company.

In the set up of the online intranet and the discussion forum increased focus was put on the need for set rules and policies for what could be posted onto the public forum. The creation of a set of guidelines was initiated and provided as the basis for what employees could post on the discussion forum. The intranet however was kept to contain posts from centrally positioned individuals within the organization. Thus the employees were not themselves able to post onto the online bulletin board. In the attempts to facilitate more interaction surrounding the messages posted on the online platform the organization adopted a new SharePoint system opening up for the ability for all employees to comment on the messages displayed. This created a bit more interaction from some employees who would comment. However, after receiving some initial attention most of the employees returned to past behaviors of creating and sharing their knowledge and opinions with the employees that were closest to them. In addition it appeared that most employees would rather share their knowledge via the old email system as this enabled them with a quick response and allowed them to express themselves more informally.

4.3 *The new*

The implemented initiatives within the organization meant additional demands from the employees through a need for support of more communication and collaborative opportunities. This led to the adoption of the social media platform Yammer into the internal communication of the organization. Growing in size and geographically dispersed employees the Yammer tool was adopted with the intention of promoting some of the same opportunities for communication and collaboration as found in face-to-face interactions. The objective with the implementation of the Yammer platform is to extend face-to-face interaction to the digital world. The online platform could simultaneously provide a platform on which communication could take on a many-to-many form in that all employees regardless of position and project could post and respond to each other. The networks established on the Yammer platform take on both formal and informal tones and allow for both work and interest groups to collaborate on the platform. Through the adoption of the Yammer tool into the organization a shift has been noticed in the increased focus on the power of ‘knowing people’ and how this is now directly tied to knowledge development within the company. Changes in the norms for how you position yourself in the

company is visible on the Yammer platform in the leveling of organizational positions and hierarchy as all employees are encouraged as equal contributors on the media.

As with the introduction of the intranet and the discussion forum issues about setting up new regulations and policies were raised in relation to the enterprise social media platform. The increased public availability and open generation of knowledge brought some to suggest a need for set policies. However, these suggestions were opposed from management with the argument that they would inhibit the communication and knowledge sharing taking place in the company.

The network creation is dominated by a less formal structure as all employees are now linked and can engage in conversation with each other for example for the purpose of knowledge creation and sharing. Especially in the knowledge creation process a lot of the developed initiatives are already shared and made publicly available through its development via the online platform. The online platform is providing a repository for the storage of all the knowledge created on there.

5 Exploring two dominating dispositifs

The historical account of the initiatives surrounding the use of information technology for knowledge sharing and creation in the company revealed a number of elements and relationships changing in the social order of the organization. In particular two corpuses of elements appear to dominate the changing perspective when exploring the historical change in the organization. The two are framed as a dispositif of hierarchy and a dispositif of network. Looking at these closer shows how they work predisposing on the practices of knowledge management in the organization.

5.1 *Dispositif of hierarchy*

In the logic of the dispositif of hierarchy, social interactions work on a one-to-one communication basis. It is characterized by face-to-face interactions and reliant on a spatially connected relation between the individuals. The social interaction occurs through the connection

between two individuals that are present and or connected at the same time. The framing discourses are private and need not involve more than two people. The discourse is then established by the two individuals engaging with each other and will evolve on the basis of their interaction. Networks of power are kept in the relation found in co-presence and relation established over time in the same place. The power relation does not appear to shift between the two individuals engaged in the one-to-one relation but rather remains as described before the interaction. In the hierarchy dispositif the established norms and policies guiding the relation between individuals is related to creation of networks of power.

The dispositif of hierarchy works predisposing on the initiatives of knowledge management through providing knowledge creation in a closed one-to-one connection. It does not limit or determine it but provides the basis for the development of new knowledge through private conversation. The owners of the knowledge created become clear and without question as the individuals involved in the development and creation of the knowledge is limited. The predisposition that the dispositif of hierarchy creates for knowledge management is found in the assigning of set power structures creating a set structure for the knowledge creation and sharing to take place in.

5.2 *Dispositif of network*

In the dispositif of network, social interactions work on a many-to-many communication basis. It is characterized by a relation based in networks of individuals all relating to and communicating with each other. The role of the individual in the network dispositif is found in the diverse amount of roles, which they can adopt according to the network that they engage in. The power structure of the network is thus more based on 'knowing people' rather than focused on who has been attributed more formal power. The power structure can thus not be outlined and stuck to but rather develops in a dynamic format. Policies within the network dispositif play a prominent role in order to create boundaries for the framing discourse governing the interactions. The discourse and the policies display a relationship where the facilitation of discourse should not be hindered by the policies but they should in turn be formed to follow set policies. In the network dispositif

the policies can in fact be generated from the network of relations as the individuals can voice their set of norms onto the whole network.

The dispositif of network works predisposing on knowledge sharing through the generation of a broad interaction between individuals. The networked structures underlying the interactions of the many-to-many communication allow for knowledge to be generated between diverse groups of people. Framing the discourses according to set policies that are generated through the many-to-many interactions works predisposing on the norms of knowledge creation and sharing. The co-creation among the many-to-many interacting individuals facilitates a dynamic setting and re-setting of the rules for knowledge creation and sharing.

The two dispositifs outline some core opposing values in terms of their relation and description of both the role of the individual, the object perception, the networks of power, the establishment of rules, the framing discourses and the norms and values attached. Through the outline and understanding of the two dispositifs as well as how they work predisposing on the phenomena of knowledge sharing in the organization has enabled a description of the new order governing the organization.

6 Discussion

This paper investigated dispositif analysis as an approach to describing the new order of organization brought forward by the introduction of enterprise social media into organizations. From the investigation three main insights were gained on the abilities of the dispositif analysis, the application of dispositif analysis when investigating the introduction of enterprise social media into an organization and the establishment of two dominating dispositifs of hierarchy and network that are at work in the organization adopting enterprise social media. The three contributions are outlined and discussed below.

First, the application of the dispositif analysis to describing the enterprise social media influence on the organization in light of the historical account generated interesting insight into both functionalities of the technology and the surrounding organizational practices. Taking into

account the historical transformation enables the understanding of the reshaping that the organization is undergoing through the emergence of the new dispositif of network. The historical sociology from Foucault both in terms of his discourse and dispositif analysis creates a lens that allows for the telling of the full story (Howarth, 2000). Through the dispositif analysis carried out it became clear that providing the historical perspectives leads with it some implications for what is included in this history. As the story is told, the sources that inform it are selected and thus can frame the history towards a certain direction. In the analysis outlined in this paper some questions arise in accordance to: what are the implications for taking this approach? And how can we approach the story telling? Foucault's (1977) *Discipline and Punish* selects certain historical examples described from other scholars in order to describe his historical reflection. In the approach to the dispositif analysis the deciphering of where the historical reflection should come from is an element, which is not clear. Reflecting on this in the analysis carried out it can have certain implications whether the history is drawn from the employees, the organizational administration, other studies etc. Therefore this can represent an issue when applying the analysis.

Second, the investigation gave insight into the two dominating dispositifs of hierarchy and network. The two dispositifs show how a new approach to social action and interaction emerges from the introduction of the enterprise social media. In accordance with the dispositif analysis this does not mean that one dispositif 'wins' over another (Pløger, 2008) but rather that a transition is happening where the other dispositif will also come to play a part. In this sense the dispositif analysis help describe how the dynamics of the organization changes according to the introduction of the enterprise social media technology but does not force a complete disregard of previous workings. Although this appears as a strength of the approach it is also cause for some concern about how we treat instances when the two dispositifs overlap and come into conflict with each other for example in the application of both the older types of media such as email and phone and the new enterprise social media. This could present the basis of interesting studies looking at what exactly happens when these conflicts between dispositifs arise as well as how they are reconciled.

Third, the untangling of the Foucault's dispositif analysis enable an understanding of how this analysis can aid in description of changes in what works predisposing on the social action and interaction of individuals. Using the historical reflection on how the social order forms and reforms surrounding in light of certain dispositifs gave insight into how this approach can help outline the different constellations and dominating perceptions that guide the understanding of the social order. In the uncovering of what dispositif analysis entails and how it should be approached issues arose as to what exactly describes the dispositif. Peltonen (2004) note how a clear description of the dispositif is hard to decipher even from Foucault himself. The difficulties in deciphering the form and composition of the dispositif create a set of questions through the use of it for analysis. While the vagueness can aid in seeking the boundaries of the phenomena under investigation it can also lead to confusion. The focus is on social relations and relationships and describing the boundaries of these can be difficult and can outline why it can be difficult to distinguish these in the dispositif analysis (McHoul and Grace, 1993).

7 Concluding remarks

In the investigation of dispositif analysis as an approach to describing the changes in the social order of the organization some interesting insights were gained. The research question pursued two investigations, the first dealt with how enterprise social media influence organizational practices of knowledge management? and the second how we can go about describing this influence?

Regarding the first part of the research question the analysis highlighted how it can be possible to distinguish between different influences of technology through the description of the opposing dispositifs. The two dispositifs of hierarchy and network demonstrated the differences in the social order that is guiding the organizational practice. Thus, the tie between the social and the technology becomes an interesting aspect when we look at enterprise social media influence on organizational practices. It is recognized that many other factors also play a role in these changing dispositifs however as technology will play an increasing part of the organizational formation and development in the future (Knorr Cetina, 1996) it is important that we investigate approaches to describe the influences of the social enterprise technologies on organizations.

The second part of the research question focused on how we can go about describing the influence of enterprise social media on organizational practices. It appears that the dispositif analysis can allow for a broad spectrum of concepts to look at the change of the social order of the organization. Comparing the existing social order with the new can provide us with the ability to place our analysis in the overall context of the organizational history and there through become able to compare and contrast past and current social orders. The historical perspective taken affords the establishment of a great overview of the situation and the implications of the developments. The historical sociology from Foucault both in terms of his discourse and dispositif analysis creates a lens that allows for the telling of the full story (Howarth, 2000).

Through the dispositif analysis carried out it became clear that providing the historical perspectives leads with it some implications for what is included in this history. As the story is told, the sources that inform it are selected and thus can frame the history towards a certain direction. Although the illustration of an organizational story used for this study is limited it did provide some general insight into the patterns of the changing dispositifs. For further research multiple perspectives of employees, managers and other stakeholders will be addressed in order to enable the creation of a broader perspective on the study.

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