

MANAGING EMOTIONS THROUGH TRANSFORMING IN RELATIONSHIP DYNAMICS

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ABSTRACT

The question of emotions is under researched in the IMP tradition. Instead, it has focused on relationships dynamics in the guise trust-building, shared commitment and decision-making. Recent research in management studies, along with some among IMP researchers has shown how emotions are triggered by business events, mediating between and among sets of events and business activities. In this paper, we examine a series of events as chemists have developed and exchanged green chemistry in the upstream oil and gas industry. In particular, we examine the interactions between business actors and trace the consequences and relations between emotions and activities. We assess how actors' emotions become transformed into the materials of tasks and projects. We find that emotions play an important role as relationships develop as business processes. Furthermore, we show that actors manage their emotions and anticipate others, in effect resourcing emotions and transforming emotions in business interactions.

Key words: emotions, relationship dynamics, interaction, network, chemistry

Competitive paper

Special Track: The Complexities of Relationship Dynamics

INTRODUCTION

It is widely recognized that emotions play an important role in business relationships and relationship dynamics in industrial markets. The IMP researchers have a long-standing interest in interactions and relationships but have only recently focused on interpersonal relationship dynamics as a dimension of the complexities of business-to-business relationships. One question that is becoming prominent is of how emotions produced by social exchanges influence interactions and relationship dynamics (Lawler, 2001). Emotions, whether positive or negative, emerge in relationships as a matter of course in the process of actors initiating, developing, maintaining or ending a business relationship (Jones and George, 1998).

Research has also indicated that emotions influence the trajectory a relationship takes, for instance, in affecting trust, commitment, shared activities, common affiliations and actors' personal bonds (Andersen and Kumar, 2006; Jones and George, 1998; Ryan and Blois, 2010; Tähtinen and Blois, 2011; Lawler, 2001). Most of the researches on emotions are focus on the role of emotion as mediator in business relationships and in mediating the dynamics of interpersonal interactions (Kumar, 1997). Tähtinen and Blois (2011) address emotions as a mediator influencing communication efficacy (Andersen, 2001) and shaping actors' behaviors to direct activities (Carnevale and Isen, 1986), which can extend to such strategic issues as the development of alliances (Kumar, 2008). Emotions also influence problematic relationship (Tähtinen and Blois, 2011). Relationships purposely change and develop through actors' rational or analytical cognition from managing emotions in order to gain sustainable collaborations (Ryan et al., 2012).

In this paper, we revisit the approaches in functions of personal emotion experienced from business interactions. The existing researches have focused on the influence of emotions in relationship and the management of emotions. There has something of a gap between the research of the transformation of emotion itself and actors' engagement in managing the transformation. We develop this paper to identify how actors understand, transform and manage emotions in business relationships dynamics. Three questions are raised to identify our research aim:

1. How is emotion produced and transformed in the interactions?
2. How do different emotions (positive and negative) function in relationship dynamics?
3. How do actors manage emotions and resource emotions in the network?

Events trigger emotions in the process of resolving problems and developing relationships, working as the carriers of relationship dynamics. Examining emotions of actors in industrial markets is a route to understanding relationship dynamics in networks, moving from the interpersonal to inter-organizational phenomena.

We present and analyze a case study of actors' interactions among chemical suppliers, chemical services companies, oil and gas operators and regulators in the North Sea oil and gas industry while they are using and exchanging chemicals and chemistry services in oil and gas production. We use a process research framework (Van de Ven and Poole, 2005). Process research deals with how events come into existence over time and in time. In order to understand the emotion and its transformation in relationship dynamics, we connect emotions

as these become evident with events and interactions in the industry, and identify how actors understand, transform and manage emotions in order to achieve their interests. The events in the chemical industrial are categorized into four types, i.e. regulatory events, industrial events, technology-related event, and marketing and network events. We draw industry events and events-triggered emotions and analysis their successions in the process of developing and exchanging chemical and chemistry services in the upstream oil and gas industry. We interview the involved actors on their feelings and emotional experiences in and after the events to identify the connections between events and emotions. We produce research narratives (Pentland and Feldman, 2007) and find emotion has its material dimension, which is resourced and transformed into tasks and other material forms.

This paper extends our understanding of emotion in the dynamics of relationships in business-to-business settings by evaluating the emotions and transformations of emotions. It shows the impact of emotions on the dynamics of relationships and the reverberation on market networks more broadly. Managerially, we draw attention to how rational or analytical approaches to show how actors transform emotions. A dimension from which actors manage relationship dynamics is from the perspective of emotions.

THEORETICAL BACKGROUND

THE CONCEPT OF EMOTION

Emotions, as an intangible personal chemistry, are becoming of greater interest among researchers in different disciplines, such as organization studies (Ashkanasy et al., 2000; Fineman, 2000), psychology (Cornelius, 1996; Strongman, 1987), sociology (Hochschild, 1975, Kemper, 1990, Smith-Lovin, 1995, Hochschild, 1979) and management (Jordan and Troth, 2002, Bolton, 2005). There has also been a rise in interest in studying emotions in marketing research (Bagozzi et al., 1999), mostly relating to consumer behaviors (Havlena and Holbrook, 1986; Chaudhuri, 2012). Bagozzi et al. (1999) define emotion as ‘a mental state of readiness that arises from cognitive appraisals of events or thoughts; has a phenomenological tone; is accompanied by physiological process; is often expressed physically; and result in specific actors to affirm or cope with’. The definition of Bagozzi et al. (1999) indicates that personal interactions and cognations exist in association with events and business activities. Emotions are also aligned with goals and reflect actors’ ability or inability to achieve their goals (Lazarus, 1991) and shared interests. Emotions may be perceived in the context of business relationships where actors care about their duties and obligations in connection with their goals (Roseman, 1991).

In terms of the emergence of emotions, Tähtinen and Blois (2011) argue that emotions are triggered by events and shaped by cognitive activities. Actors take affective reactions (Weiss & Cropanzano, 1996) towards events. Each goal and plan has a monitoring mechanism that evaluates events relevant to it. When a substantial change in probability occurs of achieving an important goal or sub-goal, the monitoring mechanism broadcasts to the whole cognitive system a signal that can set it into readiness to respond to this change. Humans experience these signals and the states of readiness they induce as emotions. (Oatley 1992:50). Emotions affect actors’ own behaviors and responses to other actors in the events, while at the same time, affecting the relationships and relationship’s atmosphere (Gergen, 1997). Emotions influence interactions and business behaviors (Ben-Ze'ev, 2001). Emotions are associated with actors’ attitudes towards one another and can bond or drive disaffection between actors in the process of interactions, during which behaviors are shaped (Ben Ze'Ev, 2001).

Emotions have essential impacts on trust, negotiation (Daly, 1991; Alder, Rosen & Silverstein, 1998; Greenhalgh & Chapman, 1998), personal communication (Donohue, 1991) and decision-making (Carnevale & Isen, 1986) and adaptation (Fynes, Voss & Búrca, 2005).

For IMP tradition, emotions are produced from the interaction of individuals who represent their organizations. In other words, emotion is examined in the condition of individual interactions but highly influenced by organizational interests and tasks, though not determined. Andersen and Kumar (2006) show that emotions emerge in a buyer-seller relationship and point out that they can have a forceful role in shaping relationships. In organization terms, emotions of the key personnel can become increasingly influential in developing inter-organizational relationships (Gould et al., 1999). Furthermore, emotions make business relationship more complex where actors take on boundary-spanning roles and represent their organizations (Ryan & Blois, 2010). Actors construct personal ties with others because emotions may undermine relationships, during which emotions are interpreted from events, transformed (Bodtker & Jameson, 2001) and experienced. We extend these theories by evaluating emotion in a successional and networked context.

EMOTION IN RELATIONSHIP DYNAMICS

In terms of examining the emotion and emotion transformation in interactions, we focus on two cognitive variables, i.e. knowledge and appraisal (Lazarus & Smith, 1988), which contributes to understand emotion process and actors' reaction causing relationship dynamics. Lazarus and Smith (1998) indicate that knowledge is a distal variable requiring an additional process of appraisal to a produced emotion and its development, while appraisal is proximal directly influencing a produced emotion. 'Knowledge' refers to concrete or abstract cognitions about the way things are and how they work, including technology capability, problem-solving ability, and industrial background knowledge. 'Appraisal' is a form of personal meaning (Lazarus & Folkman, 1984) consisting of reflection of context, evaluations of existing knowledge, retrospect of experience and even the agreed goals.

We draw from Roseman's (1991) appraisal theories which combine five appraisals determine 16 emotions experienced by actors in any given events. These emotions are categorized as positive and negative emotions. Positive and negative emotions shape actors' behavior attributing to the appraisal of trustworthiness of each other (Andersen & Kumar, 2006). Witkowski and Thibodeau (1999) address the key role of positive emotions in establishing, maintaining business relationship and enhancing trust. While negative emotion may threaten, terminate relationships and prolong trust building. We view relationship as process instead of a thing. Relationships undergo changes of actors' knowledge and appraisal in different conditions.

As a mediator, emotion has sequenced feature, connecting actors, events and activities in the network. Lawler (2001) argues that emotions are mediators in the process of interpersonal interactions, especially by means of cognitions about personal trust. Relationships do not exist in the absence of emotion. The appraisal in the level of personal trust or commitment affects the stability, durability and effectiveness of a business relationship. Andersen and Kumar (2006) state that emotions (positive or negative) influence relationship dynamics with trust influencing subsequent interactions. (Larzelere and Huston, 1980). The crucial impacts of emotions on business interaction are relationship dynamics. Some business actors can specialize in spanning the boundaries within an industry (Geiger and Finch, 2009). Actors can establish mutual commitment with their partners in knowledge intensive alliances (Cohen

and Levinthal, 1990). In the alliances, market actors often seek to mobilize resources and participate in the development of relationships in order to attain their shared desired goals. Following Cauley de la Sierra (1995), we understand that alliances can be broken up by negative emotions and be enhanced by positive emotions. Actors become involved in mutual trust-building activities and mutual adaptation (Wicks, Berman, & Jones, 1999), which contribute to and react upon emotions, also influencing the performance of relationship (Geyskens et al., 1998) and relationship dynamics.

MANAGING EMOTIONS

In terms managing emotions, especially negative emotions, we consider emotion has its functions in shaping and developing business relationships at their initiation, development, voluntary and forced termination and re-establishment stages (Andersen and Kumar, 2006). Nutt (2002) concludes six stages in decision-making in his transactional model, i.e. signals, intentions, concept, development, detailing, and installation. Each stage of the process is expressed with events and triggered emotions of actors. At the same time, actors express their emotions in their interactions and the relationship dynamics get emotions expressed. Emotion functions on relationship dynamics based on actors' knowledge and appraisal towards an event. Literatures display a particular concern with the functions of actors' emotions. We suggest that functions of emotions have three characteristics. First, emotion can be cognitive in linking together actors' experiences and goals (Lazarus, 1991). Actors communicate, interact with and form views about their counterparts, including interpreting these as positive or negative emotions. Actors can form divergent understandings in interpreting events within highly interdependent relationships, and these are often influenced by their goals, plans or expectations. Second, emotion is influential because of actors' responses to events or changes, which they deem to be significant (Bodtker and Jameson, 2001). Third, emotion has consequences. Positive emotions promote the relationship development into functional outcomes. Negative emotions exist in problematic relationships (Tähtinen and Blois, 2011) and cause conflict. Negative emotion is required to be managed as it potentially escalates the conflict (George, Jones, & Gonzalez, 1998), which threatens business relationships (Halinen & Tähtinen, 2002; Mele, 2011). Actors are required to take transformative actions so as to make relationship dynamics functional.

Emotions are triggered by industrial events and experienced by actors. Experiences may vary based on the roles of different actors. Meanwhile, emotions influence actors coping with the events, which can trigger new emotions in the network. Actors involve in managing emotions. Managing emotions is not the ultimate goal, but a means of maintain stable and long-term business relationships. Actors transform emotions by utilizing, mobilizing or investing in resources so as to render emotions manageable (Baraldi et al., 2012, Finch et al., 2012, Streukens et al., 2011). Actors consider managing emotions as a process (Akgün et al., 2003) due to the successions of events and emotions, which are distributed in network, unfold overtime, involve other actors and embedded in routines. Furthermore, in terms of transforming emotions, rational analyzed learning from events-lined emotions will definitely direct future activities in order to reduce negative emotions and gain sustainable collaborations (Ryan et al., 2012). We examine the transformation of emotions in relationships, which also functions in relationship dynamics. The cognitive activities are also adapted to explain how actors manage emotions and resource them in the network.

RESEARCH DESIGN

RESEARCH CONTEXT

In addressing our research questions and identifying the emotions in business relationships dynamics, we investigate on events and actors involved in them. We trace business events and people involved in the process of marketing green chemistry in oil and gas industry. In this industry, personal emotions, trust, communication, negotiation, and business commitment play crucial roles in relationship dynamics, of developing and marketing green chemicals among chemical suppliers, chemical service companies and oil and gas operators under a regime of environmental regulation. The North Sea oil industry is mature. Regulators are involved in the development of the industry's chemical services, such that chemical companies and oil companies are held responsible for the qualities of the products, as these are deemed potentially harmful to the marine environment. 'Green' is the most significant context in which industrial events and interactions happen. The development of the oilfield chemistry service sector is shaped strongly by environmental regulations, such as the framework of OSPAR Convention, as enacted by its contracting parties in 2001. Additionally, European Community now regulates the safe use of chemicals through REACH. Regulations develop with the setting agenda, which will influence the trajectory of a relationship changes. In this research, we classify emotions as positive and negative because we are concentrating on emotions work on relationship dynamics rather than emotions themselves. Markets requirement and business goals force actors to involve personal emotions in interactions to make relationship dynamics.

In order to identify the relationship dynamics in the particular market of oilfield chemistry, we captured events or activities that connect one to another or others chronologically. We aimed to identify how emotions (positive or negative) connect with events, taking into account the events' durations and other influences. We view the dynamics of relationships as processes that consist of material substances or events in time and space (Van de Ven and Poole, 2005). In epistemological terms, we adopted an approach featuring process rather than variance because we expected the development of change in relationships to unfolded, with fieldwork focusing on developing narratives describing sequences of events rather than being connected by independent and dependent variable (Poole et al., 2000).

RESEARCH APPROACH

As is established in process research, we identify events and draw together multiple sources of data and multiple perspectives to develop narratives crossing time and space (Czarniawska, 2004). We encountered a typical problem in fieldwork and observational research, of the action being elsewhere, perhaps at the same time, perhaps prior to our commencing of this research. We adopted a multi-sited approach (Marcus, 1995) in order to track a subject across boundaries and follow actors in different locations, involving more than one field-site, and researchers as well as their informants moving through and between different field-events, so aiming at identifying and transcending the limits of understanding of a set of events that no individual (research or industry participant) can possibly observe or be present. Because the phenomena of interest cannot talk for itself, embedded as it is in a network of events, which we expect to exhibit a sequence (Marcus, 1995), we gathered data by following people through conversation, discussion, and opinions. The material 'things' that we were following were the chemical problems, chemistry products and services actors bought and sold. For instance, we followed the events from buyers issuing the problems they met and influences of the problem-triggered emotions, and the trajectory of the events.

Data were collected through a combination of semi-structured interviews, non-participate observations, attending industry conferences and workshops, attending industrial exhibitions, and reviewing industrial reports and regulatory documents in real industrial context (Langley, 1999). Based on our data set of transcripts of interviews, observations and primary documents, we selected 9 common events accruing within the network of regulators, chemical services companies, oil and gas operators and chemical suppliers in the upstream oil and gas industry in the North Sea area.

As set out in Table 1 (below), these show the interactions and market relationships of actors, including those held in the settings of: (1) Three regulatory events at which actors reflected upon the restrictive effects of their transactions on the development of their network relationships; (2) two industrial events, at which actors became involved in formulating technology events that involved oil and gas company, chemical service companies, and chemical suppliers in trust-building activities, so as construct or reconstruct relationships; (3) two events in which the personnel of chemical service companies and chemical suppliers companies participated and invested in technology activities in order to establish their market positions by means of technical advantages. Specifically, these personnel of chemical service companies and their chemical suppliers became involved in the resolution of technical problems, and (4) two marketing events, with an emphasis on actors' social activities in which they discussed market information and intelligence informally, leading to business projects that changed the nature of their relationship dynamics.

Table 1 Overview and classification of selected events

Regulatory Events	Industrial Events	Technology-related Events	Marketing&Network Events
UK Chemistry Stakeholder Forum	Industrial Technology Conference	Technology problem consulting	Technology Information and Agenda Release
REACH registration and policy review	Industrial exhibition	Research and test collaboration	Tender for project bidding
Cefas and regulatory testing			

A significant feature of the research is to address the connections between personal emotions and the selected events, as well as their influences on business relationships and particular business activities. We set out our interviews in Table 2 (below), noting that our interviewees were working in the oilfield chemicals sector of the oil and gas industry, including regulators. Emotions are identified in two ways. One is from the second round of interviews we took, following up some for a third time to gain more detailed information on their experiences and feelings of the events. Interview work is as supplementation to our absence of observing in events, which helped us to develop research narratives. The other is from our tracing and analyzing the sequenced events. The narratives link triggered emotions with selected events and help identify the allocation of actors and events distributed in the industrial network.

Table 2: Fieldwork log

Date	Job title of informant	Data	Length	Participants	Purpose
04/01/2011	Product Stewardship Manager	Interview& Observation	90min	SZ and JF	Overview interview and regulation influence
04/01/2011	Executive Secretary	Interview	90min	SZ and JF	Initial Meeting
10/05/2012	Consultant	Interview	180min	SZ	Overview interview
14/05/2012	Sustainability Manager	Interview& Observation	100min	SZ	Overview interview
15/05/2012	Managing Director	Interview	140min	SZ	Overview interview
13/06/2012	Consultant	Interview	150min	SZ and JF	Overview interview
12/07/2012	Chemist	Interview	75min	SZ	Discussing R&D
13/07/2012	Product Manager	Interview& Observation	40min	SZ	Discussing R&D
23/07/2012	Sales Manager	Interview	50min	SZ	Bidding process
30/07/2012	Research & Technology Manager	Interview& Observation	60min	SZ	Discussing R&D
09/08/2012	Product Manager	Interview& Observation	100min	SZ	Research
10/08/2012	Sales Manager	Interview	70min	SZ	Discussing customers
16/08/2012	Chemist	Interview	90min	SZ	Discussing R&D
22/08/2012	Integrity Management Specialist	Interview	40min	SZ	Overview interview
30/08/2012	Product Manager	Interview	45min	SZ	Regulations
02/09/2012	Senior Drilling Advisor	Interview	40min	SZ	Overview interview
27/09/2012	Sales	Interview	45min	SZ	Discussing customers
05/10/2012	Production Chemist	Interview	40min	SZ	Innovation process
15/10/2012	General Manager	Interview	50min	SZ	Business relationship
13/11/2012	UK Business Manager	Interview	30min	SZ	Business relationship
27/11/2012	Consultant	Interview	60min	SZ	Business relationship
30/01/2013	Oilfield Chemist	Interview	30min	SZ	Industrial events, relationships
10/01/2013	Consultant	Interview	90min	SZ	Industrial events, relationships
05/02/2013	UK chemical stakeholder forum	Observation	7 hours	SZ	Industrial event, relationship, conference
05/03/2013	Product Manager	Interview	40min	SZ	Industrial event, relationship
06/03/2013	Consultant	Interview	60min	SZ	Industrial event, relationship
12/03/2013	Oilfield Chemist	Interview	40min	SZ	Relationship, event
13/03/2013	Sales	Interview	50min	SZ	Bidding process, event, contract

DATA ANALYSIS

We developed process research empirically and with reference to narratives, so attending explicitly to the duration of events. Process research is a way of (1) identifying a sequence of events describing how things change over time and why they change this way; (2) explaining a causal relationship in a variance theory; and (3) understanding a concept that refers to activities of individual or organizations (Van de Ven and Poole, 1990; Ring and Van de Ven, 1992). In terms of research events, we sought to establish that something had happened, that it happened located in and bounded by space and time, and involved multiple actors, with consequences extending over time and space. The focal point was to know how particular events were related to other events, and then propose relations among events so as to detect patterns among them. In our research, our interviewees helped us tie events and collage them in the network. We focused on identifying some events to be particularly significant and following their successions. We designed process research that could be used to explain how the relationships change by analyzing the occurrence of events and activities within the particular network of actors.

By analyzing data, we trace events and interview people involved in events in the development of business relationships, assessing how emotions can transform business relationships. Narratives, as the basic organizing principle, are produced based on events and business activities (Boland and Tenkasi, 1995). Narratives connect personal cognition with activities and produce emotions. Indeed, relationship dynamics can be regarded as a story consisting of time, place, person, cause, process, and consequences. We organized our data by using QSR Nvivo, version 10. We imported observation notes, interview recordings and transcriptions, photos, regulatory documents into the software. Before we produced narratives, we took the second round of interviews with key persons in order to discuss their experience and feelings (emotions) on selected events. We also focused on the activities they took on negative emotions so as to identify the differences with that of positive emotions. The narratives include less direct emotional expressions. However, we categorize the indirect expressions from our interviews and observations where emotional information is identified. Emotion nodes not only just refer to the identified emotional expressions in the quotations but also emotional experience to the selected events in the relationship. First, we assigned nodes to the materials related to industrial and business events, categorizing events according to characteristics, organizers and participants. Second, we aligned the interview transcriptions and observation interpretation notes to events and coded emotion and emotional experience, and their consequences as nodes. Then, we mapped these events, categorized and labeled the triggered emotions, and identify their development, succession and consequences so as to examine the relationship dynamics.

FINDINGS

In this section, we present and discuss 9 events that occurred in different sectors of the industry. As set out in Table 3 (below), we follow and interview relevant people crossing these events within four categories mentioned in the research design section. We trace the development of these events and narratives by examining the emotions of the participants involved. The emotions have their impact as actors develop their business relationships. Both negative and positive emotions are transformed but have different influences on relationship dynamics. We examine narratives within the empirical data and capture the interactions between emotions and events. Furthermore, we look into the succession of events that

influence relationship dynamics, addressing how emotions mediate between industrial events and are transformed.

EVENTS AND TRIGGERED EMOTIONS

In the oilfield chemicals industry, the selected events, for instance in the context of, regulatory conferences, industrial conferences, technology and product development, and marketing and networking activities, trigger participants' emotions, with some immediate consequences feeding back into their employing organizations.

In terms of regulation, REACH registration has been a matter of some controversy and concern among chemicals companies and users of chemicals products (http://ec.europa.eu/environment/chemicals/reach/reach_intro.htm). As a legislative framework for chemical substances, it has different rules for 'existing' and 'new' chemicals, and so far has addressed mainly existing chemicals, and their impacts on human health and the environment. Different from that, REACH creates a single system for both 'existing' and 'new' substances, now described as non-phase-in substances (not produced or marketed prior to the entry into force of REACH) and phase-in substances (have been manufactured in the Community, but not placed on the Community market).

REACH registration has provoked concerns among chemicals companies and their oil company customers. These mainly negative emotions can be associated with a lack of understanding about the new regulation. ProChemicals is a global oilfield chemicals company, offering sustainable chemistry, technology and services to oil companies. Its product stewardship manager, David expressed worries (labeled negative) about REACH's registration phase and on whether its processes for product development could adapt to the change of regulations. There will also impact on their use and production of chemicals. David addressed:

The legislation has changed. The EU legislation is now overlapping and REACH is an example. REACH guidance is very broad. We were concerned about REACH's influence on our products before the REACH regulations came out in 2006. The first REACH registration deadline is December 1, 2010, which is not that big influence on chemical uses. The requirement to register will not happen till 2013 and 2018. There is likely to be a much greater impact on the oil and gas industry section in the lead up to the next REACH registration deadline in June 2013. That will be a direct impact on our products. There are two substances we have to register in 2010. For 2013, we get fifteen substances registered, which is a significant impact. REACH provides guidance to chemical industry. For the whole chemical industry, a lot of the substances are very high concerned by chemical service companies, which affect the end users. That requires restriction for chemical companies to use. If we don't get our substances registered, we will lose our market. Our reaction will be adjusting to develop and not making it anymore or replacing them.

Jim, the product manager of ProChemicals, also worried that the whole REACH registration process, as the uncertainties of the new requirements influencing their markets, which definitely change their relationships with other actors in the industry. Jim added:

Our concern leads us to find way out with the uncertainties we met. The whole REACH registration process, because everybody in the industry will get the substance information together in Substance Information Exchange Fora (SIEF) where we share data on the intrinsic properties of the substance and to avoid the duplication of studies and have the obligation to share all data on vertebrate animal testing and the classification and labeling of the substance. We and other people are now in the competition of each other in the SIEF. That's fine if they are a thousand of members in the SIEF. But it comes to 2013 and 2018 registration date, and the substances are particular important to ProChemicals, if their functionality we cannot replace basically, we have to register later, we have to take part-registration. There may be 15 companies industry in that. And we go along to those meetings and find the other 15 companies are in the competition. We can't talk markets and volumes in SIEF, which is anti-competition and there are very strict rules about that.

The regulatory department of ProChemicals evaluates the changes of new regulation and requirements. They set up project meeting in our working system, inviting relevant departments. Based on their knowledge of technology, innovation capability and other information, Jim established a project team to review substances of their products and get substances registered according to REACH registration guidance. Appraisals also work in negative emotions transformation resulting in negotiations and bargaining with other actors. In terms of coping with the regulation requirements, there are two options for the service companies and suppliers companies. One is to adapt to the regulations and transforming the negative emotions to positive innovating and research and development on new product, which have the same or better performance and also meet regulation standards. The other is that they participate in the interactions with the regulators or industrial associations who interact with the regulator on behalf of them.

The UK chemical stakeholder forum is a case in point, which organized by Defra. UKSCF is operated to advise government on risk from hazardous chemicals to environment. Both industry actors and regulators are glad to involve in the stakeholders forum because both of them benefit from engaging in dialoguing to reflect stakeholder view and concerns, policy reviewing and forward looking, innovating, promoting linkages, industrial collaboration and etc, in which positive emotion are triggered.

We participated in the industrial events relating to regulations. We made a non-participant observation on the 51st UK Chemical Stakeholders Forum on 2nd Feb 2013, on which REACH agenda and policy had been reviewed and forward looked among regulators, NGOs and industrial representatives. Chemical stakeholders positively participate in the forum discuss REACH agenda and registration policy as it works to help both regulators and business actors involve in the dialogue. Keith, from the REACH team, proposed 'No data no market' and presented on the benefits of REACH (labeled positive emotion) by reviewing and looking forwards the REACH registration:

There are 2892 substances will be registered in June 2013 for the next deadline. Our aim is to improve the protection of human health and the environment through the better and earlier identification of the intrinsic properties of chemical substances, which is promising (positive emotion). Meanwhile, we are hoping to enhance innovation and competitiveness of the chemical industry through, manage risks from chemicals through providing safety information on the

substances.

Attending on UKCSF triggers positive emotion to business actors. We observe that the industry representatives are happy with directly involving in presenting and arguing their views. In terms of the benefits of REACH, skeptical voices were also proposed at the meeting.

Bud addressed that 300-page Safety Data Sheets were unhelpful. Colin issued that REACH was driving innovation and sustainability but more needed to be done to bring more positive stories. Gary argued that 300-page Safety Data Sheets were an exception and that compared with what was available before REACH it was difficult to argue that the situation was better in the past.

Different emotions are produced from a same event for different actors. Whether positive or negative depend on their role and the interest of organizations behind them. Emotions are directly triggered by events. Emotions are a personal cognition reflecting events and business goals. Interactions shape emotions and also make emotions developed following the trajectory of triggering events-emotional response-consequences (Fineman, 2004).

EMOTIONS AS MEDIATORS CAUSING RELATIONSHIP DYNAMICS

Business actors experience emotions from events and the emotions direct their behaviors. With sequenced feature, emotions connect events and activities in the network. Emotions work as mediators that make events and activities successional thereby causing relationship dynamics.

GD Solutions, as a chemical service company, provide chemical products and services to AA Oil&Gas, an oil and gas operator. A specific chemical problem triggered a negative emotion for AA Oil&Gas's asset manager, which provokes relationship dynamics, as he needed to consult with a service company by initiate a relationship for a problem solving project. On the other side, this chemical problem triggered positive emotion for the lead chemist at GD Solutions because she – along with her colleagues - considered it as business opportunity. AA Oil&Gas's asset manager led to discussion within the organization, and then a tendering workshop as the problems required solving. In 2008, AA Oil&Gas offered a tender and invited GD and another four service companies to attend. The project put out to tender concerned the combined problems of hydrate, scale, wax and asphaltene management. The positive emotion of GD directed GD to participate and prepare for the bidding. AA Oil&Gas assessing the four participating service companies by technology capability, reputation, price and trust from former collaborating experience. Finally GD won the contract and further enhanced the relationship for longer term with AA Oil&Gas.

One of the chemical problems involved the development of micro-organisms and bacteria, which caused the formation of hydrogen sulphide, souring of the gas being produced, and corrosion of the production infrastructure. This is a complex chemical problem owing to its multiple dimensions. The problem first caused negative emotion to GD because its asset manager needed to diagnose accurately what the chemical problem was. In other words it caused the asset manager a high level of uncertainty, and highlighted his lack of technical knowledge about chemical processes. Once GD's chemist identified the problem categories, the negative emotions experienced by the oil company's asset manager influence their decision-making activities. GD Solutions' chemist found that the company had no established product performing well in solving the problem as identified with the customer, which

triggered a negative emotion, leading to a decision from two choices: one is to continue engaging with the problem and in-house developing a product for the application, the other is broaden network and buy the product from other companies. The former requires resources including investment, technology, lab and chemists, while the latter causes relationship dynamics by involving other actors in. They evaluated the two choices and decided for the former. GD Solutions established an R&D project, and the chemist's negative emotion was then transformed into positive. Further, interaction with the customers company was established. In terms of developing a new product, GD Solutions invested on the project, took in-house development and test, sent samples to test for the performances and got feedback reports under the confidentiality agreement with the customer. The transformed emotions enhanced GD's relationship with its customer. Finally, GD needed choose samples of product based on the cost and performance to test for acquiring licenses so that they can be used in the real field, which establish a new relationship with a third party testing lab and regulators.

For the license testing, the chemist also encountered further negative emotions transformed through adapting to regulators. In UK and the Netherlands North Sea, Cefas administer the Offshore Chemical Notification Scheme (OCNS), requiring hazard assessments for chemical products. GD had its product tested for the requirements of satisfactory parameters of bioaccumulation and biodegradation, and is acceptable in toxicity by approved testing procedures.

GD faces uncertainty about the Cefas testing's impacts their use of a current product. Negative emotions are triggered. GD worries about their chemical products and chemical services coping with the regulations so as to avoid from penalty, and for its suppliers, they produce products meet market needs and worry more about getting their product pass the test rather than whether the products are truly green. Catherine works in the product development department of GD, taking charge of Cefas sample testing and making sure all products used in North Sea pass the Cefas testing. For the products fail to pass the testing, she needs to report to her department in order to find solutions. Negative emotion was produced once Catherine noticed that their products could not pass the Cefas testing, which meant further research and development would be taking in seeking of alternatives. Tao, the product manager in GD, pointed out that:

We use Imidazoline and Quaternary ammonium salts, as film forming corrosion inhibitors, extensively worldwide except the North Sea due to its lack of evidence to pass the Cefas testing on biodegradation. Imidazoline and Quaternary ammonium salts are deemed to be environmentally unacceptable in North Sea waters. They are excellent film forming corrosion inhibitors. Corrosion Inhibitors are used in the fluids to prevent corrosion failures in transportation pipelines and processing plant. The outcome of a leak due to corrosion is catastrophic for the environment and yet this is not looked at in Cefas testing when evaluating "green" corrosion Inhibitors that are less efficient than imidazolines and quaternary salts. We have to adapt to the regulators.

GD values the relationship with their customers so they invest on research and develop alternatives that can pass the Cefas testing and sell them to customers working in environmentally controlled areas like the North Sea and Alaska. Negative emotion is transformed through adapting the regulations and at a cost of investing on alternatives research and development so as to maintain the relationship and build trust with their customers.

Both negative and positive emotions were triggered by events and as mediators to direct actors' decision in order to shape an anticipated path of further events, including, crucially, being able to work with the customer in rich interactions. Positive emotions have positive effects on relationship and relationship dynamics, such as initiate, further development, enhance, and maintain the relationship (Andersen and Kumar, 2006). Actors regard relationships vital because there are only a few large operators playing in the oil and gas industry. Once negative emotions triggered, actors rationally appraise of the negative emotions and try to make them transformed functionally, usually through adaptation activities, paying extra cost and bringing resources in.

TRANSFORMING EMOTIONS

Emotion has its consequences in the process of business relationships development, which are also captured analytically as actors can refer to the transforming of emotions through resourcing. Resources are often close-at-hand for individuals in their relationships and held by their employing organizations, or industry associations, and used to undertake transformation. NOKU Solutions is a chemical service company working internationally providing chemical and chemical service to oil and gas companies. Emotions work significantly on the dynamics of business relationship between NOKU and their customer companies, and between NOKU and their suppliers, as well as with regulators. In face of regulations, negative emotions were experienced and with consequences of tasks and project of researching new regulation and research and development. Jonathan, the marketing manager in NOKU, explained how he experienced and coped with negative emotions towards new regulations, signaled below by 'worry':

We have to cope with the new regulation. We worry about the new regulation, but we have to make sure our products are adapted to the regulation requirements. We research on regulation, invest in technological innovation, and look for suppliers.

Many components traditionally used in oilfield corrosion inhibitors produced by NOKU have been marked for substitution with the change of regulation, such as alkyl imidazolines, ethoxylatedalkylamines and etc. NOKU has to provide products with the same application to their customers because of the contract. Negative emotions are triggered and transformed into technology innovation project to develop and look for alternatives. Much of the innovation is done in house within NOKU itself. Jim, the product manager of NOKU shared his product developing experience:

In terms of developing alternatives meeting the environmental regulation requirements, I established a project team. Our research team first evaluated the environmental requirements in the North Sea. We found there were restrictions upon the types of chemistries that were acceptable for use in oilfield corrosion inhibitor within the OSPAR area as many of them were classified as 'toxic', which meant we had to develop alternatives. We had our products pass the environmental testing by 'Good Laboratory Practice', an independent laboratory, then, performance testing and application tests in the field. We spent about three month developing Product AZ1001 that showed good performance in use.

Jonathan, the product manager from SL Offshore Solutions, also mentioned one negative concern when talking about their products and market competitiveness. He said:

It does not mean you will get the customers if you only have products with good performance and comparable prices. Personal trust and relationship are really important in this industry in business decisions. Most of people buy products from whom they familiar with.

As a product manager, Jonathan involves in industrial conference and technology conference, in which both personal and organizational trust are built by releasing information of their research outcomes of technology innovation. Most of the industrial conferences are followed by an exhibition, which allows their marketing department to promote their products to their customers and get product information from their suppliers.

I presented a paper of ‘Development of High Performance Environmentally Acceptable Corrosion Inhibitors for use in the UK and Norwegian Sector’ at Chemicals in the Oil Industry Symposium. The paper reviewed the testing standards of Harmonised Mandatory Control Scheme (HMCS) of the OSPAR Convention and presented our work on identifying environmentally acceptable corrosion inhibitor components, as well as our testing results based on UK and Norwegian environment standards, showing that our product provides enhanced protection when compared to traditional chemistries. We also joined our marketing team in showing our brochures and presenting our products in the exhibition after the main conference.

Emotion has its function on relationship dynamics. In industrial market of oil and gas chemicals, actors value relationships, both personal and organizational. Emotion is difficult to manage but easily transformed into material-based tasks and projects are manageable and controllable. Actors cannot prevent negative emotions from being triggered but positively resource them, avoiding damaging or terminating a relationship.

In summary, we analysis 9 industry events, covering regulatory, industrial, technology-related, and marketing and networking. These events are successional one with another. The triggered emotions, both positive and negative, play as mediators in-between these events, which show the sequenced feature of emotions. Emotion has its functions on relationship dynamics and develops itself, with the material dimension consequences, which requiring transforming. Actors resource emotions with investment, information, technology, and even other events.

Table 3: Empirical Findings

Events	Description	Organizer/ Occasion	Participants	Emotions	Manifestations
Chemical company representatives presenting view at Stakeholder forum	UKCSF advises government on how the industry should reduce the risk from hazardous chemicals to the environment and to human health through the environment. Chemical stakeholders participate in the forum, engaging in the dialogue with regulators, expressing their view and concerns.	Defra	Regulators	Positive	Proposal to government, agenda negotiation, promote innovation, review reach progress
			Industrial association/representatives	Positive	Negotiating, encourage better practice, promote links, present concerns of relevant industrials, promote innovation
A chemical service company reviews policy and has products registered in REACH	A new set of regulations aiming at improving protection of human health and the environment from the risks of chemicals while enhancing the competitiveness of the EU chemicals industry. It deals with the registration, evaluation, authorization, and restriction of chemical substances. It set up agenda and deadlines of chemical registration both on existing and new substances.	REACH	Regulators	Positive	Enhance innovation, promote registration, set agenda for substances registration, set criteria, set restrictions, new regulation
			Service Companies	Negative	Worry about the new regulation, Regulation research, invest on innovation, research and development on new products, register products, change suppliers with license and better performance or price
			Chemical suppliers	Negative	Worry about the new regulation, regulation research, invest on innovation, research and development, register products
A chemical service company have	Chemical service companies and chemical suppliers have their products pass Cefas test in order to get producing licenses.	Defra, Cefas, and OSPAR	Regulators	Positive	Set up annual performance target, set up criteria, promote ecotoxicology testing, hazard assessment, substitution warning

products tested for producing licenses	Three factors to improve greener chemicals: the rate of biodegradation, the lower bioaccumulation potential and a lower toxicity.		Service Companies	Negative	Invest on innovation, release requirements, seek and contact suppliers, in-house and third party test, get license, buy products passed test, registration
			Chemical suppliers	Negative	Invest on technology, identify market needs, project, research and development, in-house and third party test of products, get license, registration
Marketing team and chemists present product at the industrial exhibition	Chemical services companies and suppliers participate in the conference to share and receive technology information, and exhibit their products for marketing purpose. They benefit from the congress in technology release and sharing, networking, exhibition and branding.	RSC& EOSCA	Oil&Gas Operators	Positive	Present requirements, network, seek new technology, exhibit, visit technical and R&D sites
			Service Companies	Positive	Present technology, network, get information, exhibit, visit technical and R&D sites, trust building, promote technology, in-house development
			Chemical suppliers	Positive	Present new technology, network, identify market requirements, get new information, gain collaboration, exhibit, visit technical and R&D sites, trust building, branding, promote new chemistry, in-house development
			Investors	Positive	Seek projects
An oil field chemist present a technology paper at an industrial technology conference	Chemical service companies and their suppliers present their technology and new products at chemistry in the oil industry symposium.	RSC& EOSCA	Service Companies	Positive	Present new technology, share innovation, social network, information and review regulation, build trust and commitment, in-house development
			Chemical suppliers	Positive	Introduce new chemistry, social network, information and review regulation Build trust and commitment, develop new chemistry, in-house development, invest on research, identify market requirements

An oil and gas company consult technical problems from a service company	Research and development activities. Services companies develop their products and services to resolve the chemistry problems of their oil and gas customers. As supplier, chemical suppliers companies, invest on in house product research and develop in order to meet service companies' needs.	Companies' in house lab or site	Service Companies	Negative	Build trust, technology advantages, invest on lab and technology, problem-solving project, product license test
			Chemical suppliers	Negative	Produce new chemistry, research and development, invest on lab and technology, product license test
Customer test product samples and feedback report	A chemical service company invest on project of new product research and development and requires their customer help test the performance of the products and providing feedback reports	Companies' in house lab or site	Service companies	Positive	Secrecy agreement, innovating on samples
			Oil and gas operator	Positive	Site testing, feedback report
Technology Information and Agenda Release at industrial conference	Service companies release their technology requirements agenda based on the their biddings and contract with oil and gas operators so that supplier participate in the business relationship with service companies.	Service Companies	Oil&Gas Operators	Positive	Chemical problems, consult to service companies,
			Service Companies	Positive	Start projects, review products, develop report and provide solutions, technology meeting (in-house and with partners), seek suppliers,
			Chemical suppliers	Positive	Seek market requirements, review products, develop new chemistry, invest on project, customer collaboration test, regular visit to service companies
An oil and gas operator set up a tender for project bidding	Oil and gas operators release biddings once they meet new chemical problems that current partners cannot resolve or they need change partners.	Oil and Gas operators' events	Oil&Gas Operators	Positive	Release project bidding information, invite bids, compare performance and price, relationship influence
			Service Companies	Positive	Project collaboration within company, review existing products, technology testing, research and development, pricing, bidding documents, previous cases.

DISCUSSION

Our research identifies that the development of events and event-triggered emotions are sequenced, rather than being restricted to dyadic and triadic relationships, and that their influence on dynamics of relationships can extend across different sectors in chemical development in oil and gas industry. We analyzed the consequences of the transformation of emotions in projects and across particular business activities, which showed the sequences among events, leading on to some, referring back to others. We examined the emotions that were triggered by events, and noticed the different outcomes relating to actors' positive and negative emotions. We take participants and consequence of emotions into account so as to examine how actors develop and transform their business relationships in connection with their emotions as triggered by particular events.

EMOTIONS FUNCTION IN RELATIONSHIP DYNAMICS

Andersen and Kumar (2006) propose that emotions emerge in business relationship and have their impact on relationship development. In our data, we find emotions are produced from the cognition of actors towards a particular industrial event based on their knowledge and appraisal. The cognition of events creates different emotions, which can be categorized broadly as either positive or negative. In this way, emotions work as mediators in-between events. These events are sequenced and distributed in the network. Emotions are triggered by these events directly function on relationships, causing relationship dynamics.

Events that are congruent with and so help actors to realize their goals, usually pursued by means of intensive interactions, tended to produce positive emotions and these positive emotions usually promoted or further intensified industrial collaboration. In terms of consequences, positive emotions assisted in building trust and shared commitment, including in network among multiple actors. Collaborations were also encouraged and supported by positive emotions, which emerge initially interpersonally and are then discussed and taken further within organizations. In terms of the collaborations between service companies and their suppliers, innovations are taken place to provide evidences in meeting the regulation requirements, producing products with better performance and lower cost.

Negative emotions were triggered from the events with uncertain features. These lead to further events that on occasion produced positive emotions, or at least a fundamental questioning of how to manage a set of demands. There were few examples of actors terminating relationships as actors highly value their relationships. Uncertainties in the oilfield chemistry industry referred to lack of information on how regulations were changing and being updated, the mismatching of business goals, new product performances, innovation cost, and new product market shares. And actors are experiencing negative emotions in connection with these events relating to these uncertainties. Actors evaluate the experienced negative emotions so as not to disturb decision-making rationally.

Both emotions directly function on relationship dynamics, but with different consequences. Actors tend to direct relationship dynamics in a promising way which indicates emotions to be transformed through adapting, paying extra cost and

resourcing in order to shape actors' behavior attributing to the appraisal of maintaining and further development of relationship in a health direction.

EMOTIONS ARE TRANSFORMED INTO MATERIAL-BASED TASKS AND PROJECT

Lawler (2001) indicates that the emotions work as mediator in the dynamics of interaction and relationships. Industrial events and tasks in green chemical industry are successional and connected within the network. Actors' emotions, both positive and negative, towards events tend to be developed into functional outcome because negative emotion has to be transformed in the process of relationship development. Actors tend to transform negative emotions by means of established business processes, typically of deliberative periods of review either among companies, or in groups of companies, or joint-industry projects, or involving the industry association. The service companies, in face of new regulations, devised additional activities to address and resolve settings within which negative emotions are arising, indicating a transforming within the network through succession of events.

We examined the relations between industrial events and triggered events and identified that actors involving in events functionally make positive and negative emotions develop by transforming them into task or project based events with material features, which are manageable. In our cases, the transformation of emotions has strong material bases on infrastructure for chemical research and development. The material dimension refers to the tasks and projects of invest on lab building, employing technical engineers and chemist, technology development and product innovation. Actors transform emotions in order to build up trust and commitment, and maintain stable business relationship or make the relationship develop in a healthy way. Actors rational analyzing emotions and transform them into task and project based events due to the manageable features of such events. Actors manage through the emotion transforming so as to make relationship stable.

MANAGING EMOTIONS IN NETWORK

Actors manage emotions, both positive and negative, especially transforming negative emotion. In terms of transforming emotions, resources are taken into account in the process of emotion transformation. Resources are allocated with events and events-triggered emotions, and used to transform emotions. In the chemistry market, resources are considered as tangible materials factors, labs, oil and gas field, in house research and development center, third party research organization, facilities, and intangible factors, such as technology, relationships, capability of innovation, industrial experiences, networks, and industrial information.

Chemistry service companies, chemical suppliers and oil and gas operators, transform emotions by resourcing them with material-based projects and tasks, such as setting up research project, setting up innovating project, investing on facilities, investing on in house development, and collaborating on third party or partner research and development. Regulators also resourcing emotions with project and tasks, such as organizing stakeholder forums, interacting with industrial representatives, invest on lab for regulatory testing and providing agenda and advices to industrial actors. In the process of resourcing emotions, relationship changes and develops with events and

the consequences of the industrial events, which make the transformation of emotions into functional outcomes and direct future activities.

CONCLUSION

Conceptually, we have shown in this paper that emotions function in relationship dynamics across business networks acquire material consequences, in terms of becoming a question that actors manage emotions by resourcing, and a successional quality as business relationships develop as processes. We use emotional dimension to assess relationship dynamics. The dimension and quality are also related to industrial events and tend to be transformed in the process of chemistry and services developing and exchanging, during which relationship changes. The event-triggered emotions have impact on business relationship and interactions. The cognition of actors produces of emotion and the emotions direct the decision-makings. Managerially, we examine the consequences of emotion transformation in order to identify the relationship of actors and its dynamics. Actors are benefit from managing from transformation by allocating resources and the way of transforming emotions into manageable tasks and projects. The paper's limitations can be traced in the characteristics of the industry setting which indicate highly regulated and with very a few actors playing in the market. Emotions of key industrial actors play an important role in influencing business relationship and relationship dynamics. Future research will be evaluating more detailed categories of emotions function on relationship dynamics rather than positive and negative emotions, hoping to identify the consequences of different categories and levels of emotions.

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