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## Communication and Emotion at Workplace – Systematic Review

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### Abstract

The aim of this study is to enable reader to understand the subject of communication and emotion by working in business organizations, and the impact of these two aspects on achieving results in the organizations in which they operate. One of the ways to manage human resources is through communication and emotion. Thematic of connection between communication and emotions affecting the employee and the workgroup, and their impact on increasing work effectiveness is a highly complex topic. Employee communication and emotion has a direct impact to workplace productivity and organizational commitment. This research paper thematizes ten (10) studies that are closely related to the subject of communication and emotion in a business environment. Research on this subject have been explained in an understandable manner to a reader to emphasize the importance of these two topics in the organization of work and interpersonal relationships with colleagues they share workplace with. Systematic search for relevant papers related to communication and emotional approach to business in order to maximize efficiency and organization in the business environment will create comprehensiveness in knowing the basic principles of communication and emotion management in the business environment. The results suggest that emotion and communication are key to good and successful business organization, and that by knowing about them and controlling them, the highest results and success of the work group within the business environment can be achieved. People who work and perform jobs in organizational structures should pay more attention to the so-called “Self-management” which includes emotion management skills, and “Words-management” that enable us to communicate effectively in everyday business situations. Based on the information in the foreign and domestic literature in the field of communications and emotions in business environment, it is necessary to draw certain conclusions that may be recommended for further research in this field.

**Keywords:** Workplace organization, Team, Human resources, Leader

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## 1. Introduction

Communication is the basic element of socialization of every individual and it has a key role in creating relationships with family, friends, coworkers, and business partners (Borflek et al., 2017). “Communication is an integral part of the life of

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every individual with the community that they function in. Useful communication must always be carried out in the language of the recipient, which is why legal documents are so incomprehensible. The mapping methods listed in the book called “*Course of thinking*” need to be used not only for mapping the terrain in the sense of position, history, atmosphere, and value, but also in the sense of available terms (Edvard de Bono, 2016).” When we talk about communication as a means without which a formed homo sapiens could not function in the 21<sup>st</sup> century, we can talk about several types of communication that one encounters on a daily basis. Communication that one uses on a daily basis and which is related to the business life of an individual with their colleagues inside of some organization is called internal communication. Internal communication is one of the most important parts or factors that an individual uses in the business world and by which they express their ideas, share information, and affect the success of the business. We view communication as a “base” of one’s relationship with the environment in which they live and work. In general, we view communication as making connections because the term “communicating” has itself originated from the Latin word “*communicare*”, which means establishing a connection. When we talk about a business organization, emotion represents an important aspect of working with people, just like communication does. Emotion is an integral part of every individual without which no normal individual could function in working with other people or themselves. Through emotion, one expresses all of their pleasures, all that which negatively affects their work, their relationship with the job that they’re performing, and the team that they’re part of and function in. When we talk about emotion, it wouldn’t exist without communication. Through communication, one expresses their emotions even though they’re not aware of it sometimes. We can express emotions in different ways, but the one most often used by humans are fear, anger, mood, happiness, and sadness. All of them can be either adequate, suppressed or escalated. Within a business organization, one often brings themselves to an emotional life disorder where depression, euphoria, parathymia<sup>1</sup>, and paramimia<sup>2</sup> set in. In every organization, it is important to have a well-organized “matrix” by which the employee(s) will function properly and fulfil their obligations on time in order to achieve the best possible results. What is good in the 21<sup>st</sup> century and the modern organization structure is that the employees have a voice and the freedom to give their ideas for improving the business and organizational structure. In every organization, a good way a doing business and a relationship towards business obligations and motivation toward work is represented by the employees who are emotionally intelligent, i.e., employees that display the four components of emotional intelligence: “managing, understanding, using, and experiencing emotions”. (Curia, 2018). “Some people believe that thinking is a waste of time and that only gut feeling matters. Thinking is seemingly a matter of solving puzzles or intellectual word games which are of great interest to philosophers and more or less for the real world (Edvard de Bono, 2016). “ Making decisions is always a practical matter (Edvard de Bono), and consequently the importance of making a decision, be it in the real or the business world, is always proportional to the lack of adequacy of the reasons because of which it was made. In the business world, communication and emotion are the most important factors of success in a specific job or a function that is being fulfilled, alongside the organization. There are many aspects of communication and emotion, which brings us to the conclusion that there are many aspects of an organization. One of the most important factors of success in the business world is the people, i.e., “a human”. As we have already mentioned, emotion is a basic segment of every individual which brings us to the conclusion that we can’t achieve motivation, work, order, or discipline without emotion and communication (Salovey and Mayer, 1990), have suggested that emotions are the main thing that matters because people who are emotionally attached to their job best navigate the business world, and by doing so motivate the other employees. The aim of the paper is to introduce that people who have pronounced emotions toward their job, who know how to manage them and know how to use communication at a professional level contribute better results, as well as success to themselves and their surroundings. We assume that the individuals who communicate in a professional manner while at the same time emotionally reacting to everything that happens in the business environment are actually more productive, more persistent, more creative, more qualified and through that, they build better interpersonal relationships and feel a better connection with others. Communicative and emotionally stable “workers” know what they need to do and how, which road they should take to get their goal in a fast and efficient manner, which is important not only for the work environment but also for the individual who “gets some utility for the invested work and effort” as a reward (Lekia Randia, 2013). In relation to the problem, we assume that emotionally intelligent people communicate in a professional manner which makes the business organization more successful, creatively affects the team, and achieves top-tier results for themselves and their organization. The practical aim is to present a critical look at the methods and success techniques of the emotionally intelligent population in a business organization, as well as the communicational relationship between them in the organization where they work.

<sup>1</sup> Parathymia – An occurrence when certain things provoke conflicting feelings. That which provokes sadness and happiness.

<sup>2</sup> Paramimia – An occurrence when the expressed feeling is the opposite of what we’re feeling. A person smiling even though they feel sadness.

## 2. Methods

The paper represents an overview article of a traditional character. The primary source of research and literature review were the following databases: Google Scholar, ResearchGate, Cambridge Journals, Emerald Library, and Journal of managerial issues by typing in the following keywords: emotion, intelligence, work environment, management, communication, communicativeness, and internal communication (Figure 1). The initial literature search has identified 100 referent units. After analyzing the titles, abstracts, keywords and the non-suitable full tests, 8 papers have been disqualified. The remaining 62 that have fulfilled the criteria were analyzed in detail based on reading and analysis of the contents. Additionally, Edward de Bono’s book “*Course of thinking*” was also included. The inclusion criteria were the studies that treated theories of communication and emotions in a business environment. The inclusion criteria were directly validated data opposite the set hypotheses.

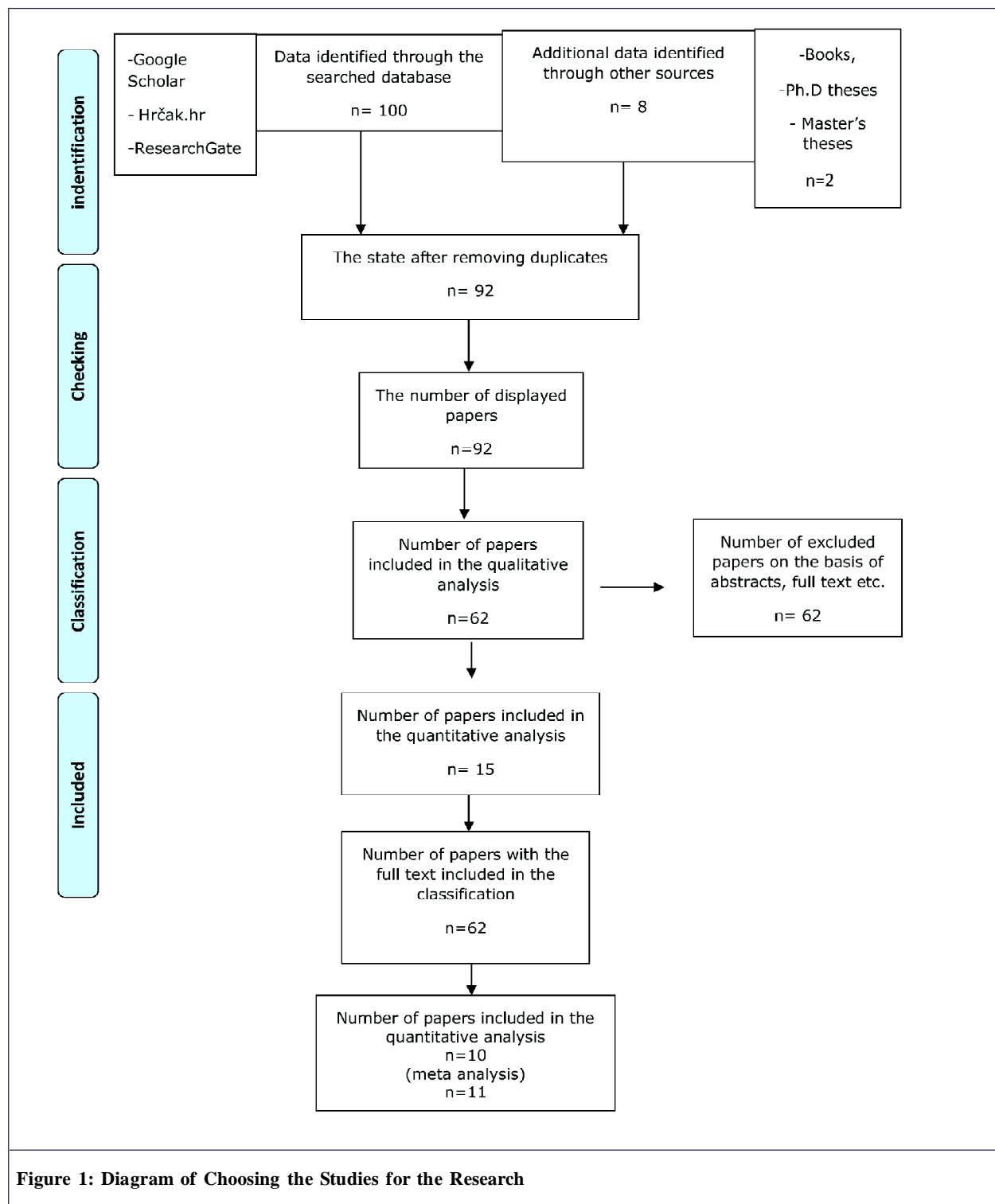


Figure 1: Diagram of Choosing the Studies for the Research

### 3. Results

<b>Name and Surname of the Author</b>	<b>Sample of Participants</b>	<b>Research Procedure Description</b>	<b>Results</b>
Moyi Jia, Jiuqing Cheng and Claudia L Hale	n = 608	The research was conducted via the ERT theory and Mehrabian's theory of nonverbal behavior. The research was conducted on a sample of 608 employees.	By analyzing the data gathered from 608 participants, the results have shown that the leader of the team significantly impacts the emotional experience of the employee, including emotional work and emotional support to the employees.
Michael W Kramer, and Jon. A Hess	n = 33	The research was conducted by comparing the communication between cooperative social multinational companies and SMEs in the oil industry. Reports on 33 oil processing companies were analyzed, 13 of which were multinational corporations and 20 were SMEs.	By analyzing the gathered data, the research has proven a difference between multinational companies and SMEs in the sense of communication and providing education in the field of practice so that the employees in the field would achieve the best results.
David R Caruso, John D Mayer and Peter Salovey	n = 503 n = 223	The research was conducted on a sample of 2 groups of participants.	With this research and the analysis of the gathered data, the authors have reached the conclusion that current studies show that emotional intelligence, measured by MEIS, fulfils the three classic criteria of standard intelligence.
Willem Mastenbroek		This research was conducted in business organizations where the authors wanted to examine how the behavior of an individual or a team affects the emotional management of an individual or a team on the organization and the job they are performing.	By gathering and analyzing data, considering them and drawing conclusions, the author has given the historical context of the state of thinking about emotions in the business world and reached the conclusion that every individual is effective if they know how to manage their emotions.
Joanne Lynch and Leslie de Chernatony	n= 460	The research was conducted in B2B (business to business) companies that want to participate and be partners to B2B companies.	By analyzing the gathered data, the authors have concluded that B2B companies can rationally and emotionally influence the buyers and that B2B brands can elevate the level of communicational value towards their buyers. It was determined that the emotion and communication within an organization are the base pre-condition for good cooperation between companies and business organizations.

<b>Table 1 (Cont.)</b>			
<b>Name and Surname of the Author</b>	<b>Sample of Participants</b>	<b>Research Procedure Description</b>	<b>Results</b>
Leonard, Graham and Bonacum	n = 2455	The research was conducted via Kaiser Permanente, an American non-profit health system that offers help to around 8.3 million patients.	By analyzing the gathered data, it was proven that mistakes in communication are a common cause of inadvertently harming the patient. The advantages of the communication process in helping patients that were transferred from hospitals to qualified health institutions have been described in this paper.
Snyder and Morris	n = 457	The research was conducted via five independent objective measures of the total result of an organization.	After analyzing the gathered data, the results are, there are two perceived communicational variables, the quality of supervisory communication and the exchange of information within a working group were in large part connected with the critical measures of revenue and the burden of the total result of the organization.
Oluremi B Ayoko and Andre A Pekerti	n = 510	The research was conducted among 510 employees of organizations from the public sector. With this research, the authors wanted to prove whether mediation, conflict mitigation, and openness of communication affect the trust in the workplace.	By analyzing the gathered data, the authors have directly tested the assumed relationships with linear regressions, while the effects of mediation were tested via Sobel's test.
Mihailović and Kovačević	n =281	The research was conducted among 281 participants performing managerial jobs and who are in management positions.	On the sample of 281 participants, it was determined that the level of education, age, and years of professional experience are an important part of estimating the quality of communication.

#### 4. Discussion

Nine different papers closely tied to emotions, emotional intelligence, and communication in a business organization and environment have been explored in Table 1. Moyi *et al.* (2016) have, in their research, explored the connection between supervisory non-verbal mediation, the emotional experience of the employee, and the motive of the employees for communicating with their superiors. This research was conducted with Emotional Release Techniques (ERT) and Mehrabian's non-verbal behavior theory. In their research, they have analyzed a large number of participants with a wide spectrum of employees in different professions, where they examined the general communication rules and the way they manage their emotions in all aspects of the organizational engagements with partners and clients. Michael and Jon (2002) have determined that professionalism is a key segment of both positive and negative emotional experiences in employees by analyzing the data in their research. This research has proven that "masking" emotions in employees leads to bad cooperation, bad interpersonal relations, and consequentially leads to a wider view on the role of emotions

in organizations structures and organizational communication that is often overlooked in organization research (David *et al.*, 2000). Intelligence needs to fulfil several standard criteria before it can be scientifically interpreted. Also, several correlation criteria need to be fulfilled—that the abilities shaped by the intelligence need to make a related group, i.e., to be intercorrelated, that they need to be related to some other abilities, and that they must represent some unique variation. This research was conducted on two groups of participants, adults, and adolescents, where they were tested via a new 12-scale emotional intelligence test called “Multifactor scale of emotional intelligence”. According to many authors, emotion is excitement caused by a situation or a stressor which is important to an individual or a team. Every emotion has three components—physiological, expressional, and subjective. Through this research, the authors have confirmed that intelligence measured by MEIS<sup>3</sup> fulfills the three classical criteria of standard intelligence. According to research and analyzing the gathered data, emotion is nothing else but a reflection of our objective reality. Willem (2000) has, in his research “Organization behavior as emotion management”, examined the behavior of employees in business organizations and its influence on the emotional behavior of employees. He engaged in analyzing emotions in work settings by reviewing the historical segment. He used events from the 14<sup>th</sup> century and illustrated the functions in which emotional culture was an integral part. Research has shown that the emotion is a structural force and that the so-called emotional pressure has an effect on individuals, and that those who feel that pressure become efficient managers of their emotions, consequentially elevate their job and their organization to a higher level and achieve better results than those who don’t feel Mastenbroek’s “emotional pressure”(Joanne and Leslie, 2004). In the 21<sup>st</sup> century, there is an increasing demand for competitive markets for cooperation with B2B companies. The authors of this paper have shown in detail that “organizational buyers”, i.e., employers that engage in organizational works in their business environments, can influence rational and emotional values of a brand and that B2B companies can master all the opportunities offered by the market and by doing so, they can establish an emotional connection with the buyers. With this paper, the authors wanted to prove the development of emotion and communication between brands can increase the potential for creating value and be a means of developing a sustainable differential advantage. Also, by analyzing the gathered data, it was determined that communication is a key indicator of good business between brands and B2B companies. Further research should examine the search for ways through which these brands and B2B companies should communicate in order to achieve their goals. Leonard *et al.* (2004) have engaged with the experience of training on human factors by relying on the communication and teamwork within a large, non-profit US health system. By analyzing the gathered data, it was proven that the mistakes in communication are a common cause of inadvertently harming the patient. The advantages of the communication process in helping the patients that were transferred from hospitals to qualified health institutions were described in this paper. Snyder and Morris (1984) have tested five independent objective measures of total results of an organization in their research. Testing has encompassed 457 employees with a mean age of 34 in three main categories of business positions (administrators, clerks, service providers), 60% of which were women. Oluremi *et al.* (2008) have examined the model which explores the relationship between the types of conflict, characteristics of conflict, openness of communication, and trust in the workplace. Data was gathered from 510 participants from public sector organizations. The authors have tested the direct effects of hypothetical relationships with linear regressions, while the effects of mediation were tested by Sobel’s test. Sobel’s test basically represents a specialized test that provides a method for determining if a reduction in the effect of the independent variable after including a mediator in the model and if the effect of mediation is statistically significant. The authors have used Kenny’s and Baron’s procedure to test the effects of moderation. The regression results have confirmed that the characteristics of conflict have completely mediated the relationship between conflict and trust, while the Communication Openness (CO) moderated the relationship between conflict characteristics and trust (Borovec and Balgaè, 2017). The aim of this research was to determine: the total level of satisfaction and the satisfaction with internal communication in the MIA, determine which degree of importance the employees give certain factors of satisfaction with internal communication, identify the aspects of communication which require the greatest effort, and determine if there are statistically significant differences in the job satisfaction and the satisfaction with internal communication among the MIA employees given their individual sociodemographic environment. The results of the conducted research offer insights into job satisfaction and satisfaction with internal communication in the MIA, identify the components of internal communication which the employees give the greatest amount of importance to. Generally speaking, it can be concluded that the job satisfaction level in the MIA employees is greater than the level of satisfaction with internal communication. When it comes to job satisfaction, 78.6% of the participants have answered in the range between “mostly” to “very satisfied”, while 62.0% of the participants give such answers in regards to internal communication. On a convenient sample of 45 participants of the Specialist professional criminology studies at the Zagreb police academy which are studying while they work, an interview was conducted in which they needed to state the five most important job satisfaction factors. The received responses have been grouped

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<sup>3</sup> MEIS – multifactor scale of intelligences (The first known test of emotional intelligence)

according to meaning in categories of a higher order, which resulted in 11 factors which affect job satisfaction – salary, equipment, relationships with colleagues and their level of competency, relationships with supervisors and their competency level, internal communication in the Ministry of internal affairs, communicational climate and success at work, stimulation and rewards, possibility of further professional development, education, and advancement, dynamism of work, contribution to society, and others. Out of all the mentioned responses, the participants (N=45) most often stated responses which fall in the category of relationships with colleagues and their competency (75.5%), followed by contribution to society (60%), communicational climate (53%), relationships with supervisors and their competency (48.9%), and the possibility of further professional development, education, and advancement (42%). Katherine and Joy (2008) have conducted a research motivated by the growth of emotions in the workplace, including communication. The research was based on the emotion in the job and professional emotion in the process of financial planning. According to 300 participants, 14 of which are financial planners, emotion is a significant segment of their job and their working environment when it comes to financial planning. The authors have suggested future research on the topic with the purpose of achieving the best possible relationships, results, and goals when it comes to financial planning, jobs in finance, ecological awareness, and ecological behaviors. The problem of low awareness of ecological behavior is bad communication among employees. The research results show that ecological awareness of employees is low because of low level of readiness of Serbian companies to fulfil the ecological requirements and the standards that are applied in developed countries. Hence, this question should be included in the business communication strategies of companies that engage with internal and external target groups. The paper starts from the assumption that evaluation on the quality of communication between teachers and students of all study programs is positive and that there are statistically significant differences in regards to sex, age, and success during the studies. The results obtained from this research were based on Likert scale questions. Specifically, in regards to communication, 34.6% of the participants have agreed that they have good communication with their teachers during lectures and office hours, 32.5% of the participants have said that they have good communication with their teacher, and 32.9% didn't have a clear stance on the question. With this research, we can conclude that communication is a basic tool of successful achievement of goals at the start of the academic year and successful cooperation between students and teachers during the semester or schooling.

## 5. Conclusion

What shapes our communication? How emotional is communication? How is emotion determined by context and evolutionary forces? Whenever we communicate with someone, certain expectations, interpretations, and of course emotions manifest in us. Whether the emotions in communication will be positive or negative depends on the current state of the person or the workgroup in which we are working. There is much research on the topic of the roles of emotions and communication in the business world. You manage your emotions, you create your sentences, and you are the “boss” of managing your emotions and the manner of communication with people and work colleagues. The key connection between us and our work environment is a said word which gives off certain emotions through communication. Through them, we send messages on different desires, goals, and set tasks, with the aim of being recognized by the other side and properly responded to. We are aware that emotions are sometimes not the best ally in communicating, i.e., it sometimes happens that emotions become the cause of misunderstanding, mutual distancing, and the end of cooperation between the leader and the working group in a business organization. With good communication in a business organization, we achieve a better relationship with the team we're working with, we achieve a pleasant work environment, and we get better results of work and the satisfaction between business partners and colleagues. For a job to be successful, it is important to know one's own state. People who work and perform jobs in organizational work structures should pay more attention to so-called “self-management” which includes the skills in managing emotions, and to “words management” which enables us to have efficient communication in everyday business situations. On the basis of reviewing domestic and foreign literature in the field of communication and emotions in a business environment, we have reached certain conclusions that can be a recommendation for future research in this field. Destimulation is one of the biggest causes of bad communication which affects the state of the employee or the entire team. We call that state “an emotion”. Every manager has a wide spectrum of means for communicating and showing emotions in a business environment and it's up to them how they are going to manage them. Of course, that depends on the nature of the work that the organization performs, as well as the organization's capabilities.

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