

## ARTICLE TITLE

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<b>Abstract:</b>	The aim of this paper is conceptualizing the critical role of communication management (CM) and human resource management (HRM) practices in the Malaysian construction industry's project performance (PP). CM and HRM have traditionally been viewed as the organization's primary source of sustainable competitive advantage, as they contribute to worker

	<p>contribution. However, there have been few comprehensive studies that paint a very grim image of employment practices and industrial relations, particularly in Malaysia's construction sector. Following a survey of the existing literature on communication, HRM, and performance, many conceptualizations emerged. Perhaps the most distinctive and critical parts of HRM and communication techniques are employee reaction (ER) and hierarchical distance (HD), both of which have an influence on PP. The current research will greatly contribute to developing a new prospective framework for enhancing the PP.</p>
<b>Keywords:</b>	Communication management, HRM practices, Employee reaction, Hierarchical Distance, performance, Malaysian construction projects
<b>Article Classification:</b>	

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**Running Heads:**