HR And CRM Dynamics In Jordanian Universities: Unraveling The Effects Of Diversity, Employee Engagement, And Recruitment Trends

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Abstract

Jordanian universities are always looking for new ways to improve their human resource and customer relationship management to stay up with the ever-changing and competitive higher education scene. This study examines diversity, employee engagement, and recruitment procedures at Jordanian institutions to determine how human resource affects enhancing customer satisfaction. Human resource professional's professors and administrators were polled on the study's hypotheses. The information from these folks was analyzed and debated. Organizations can improve human resource and customer relationship management by implementing diversity, employee engagement, and recruitment trends, according to the study. Focusing on ethnicity, gender, and age is crucial to diversity. The job satisfaction, work-life balance and career development is crucial to employee engagement. The employee engagement which involves workers' input on crucial choices, job happiness, and firm referrals is representing the third variable. A clear hiring pattern was the third important reason. AI, online candidate discovery, and quantitative applicant experience measures were components of this wider category. A diverse and inclusive workplace increases employee engagement, we found. Human resource performance directly affects Jordanian universities' efficacy, creating a positive loop. Innovative recruitment tactics like artificial intelligence and digital tools are reshaping talent acquisition operations and improving human resource productivity and customer relationship management. This paper explains the critical interaction of these factors and offers human resource professionals and customer relationship management on how to maximize diversity, employee engagement, and cutting-edge recruitment techniques to improve Jordan's educational institutions. Schools may compete better and better prepare students for a globally competitive and culturally diverse workforce. First to evaluate private universities in Jordan, this study stands out. These phenomena may improve institutional processes and scientific productivity and increase operating efficiency.

Keywords: *Customer relationship management Human Resource Performance Diversity Employee Engagement Recruitment Trends.*

1. Introduction

Human resources (HR) have taken on an increasingly important function at Jordanian universities due to the changing nature of the higher education sector (Elrehail et al., 2019). HR faces particular challenge in this industry and requiring creative approaches to meet and solve problems (LaRue et al., 2023). In their pursuit of excellence in preparing Jordan's and the world's future leaders, education[1]al institutions must realize the importance of the dynamic interplay of diversity, employee engagement, and recruiting trends (Gurung & Prieto, 2023) to their customer relationship management. The primary goal of this article is to delve into this complex

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link by analyzing how diversity, employee engagement, and recruiting trends influence Jordanian institutions' HR environments and, ultimately, their customer relationship management (Coelho et al., 2023). We set out to discover the methods by which these variables exert their influence, with the goal of drawing useful conclusions for the educational and managerial aspects of these institutions (Kirby et al., 2023). For universities and other institutions to remain competitive in today's global economy, they must create a welcoming and diverse workplace, according to Jansson and Wu (2023). In this sense, diversity refers to the existence of persons from varied ethnic, racial, gender, and generational origins, each providing a distinct perspective and set of experiences (Angata & Varki, 2023). Because they attract students, teachers, and staff from all walks of life, Jordanian universities are like a miniature version of the world at large (Civolani et al., 2023) thanks to their diversity. Simultaneously, employee engagement has emerged as a significant determinant of company success (Boekhout et al., 2022). Employees that are invested in their work are more likely to be enthusiastic about it and their company, which in turn boosts productivity and morale (Park et al., 2022). Understanding and improving employee engagement is crucial in the setting of universities, as faculty and staff play a crucial role in the delivery of education and research (Waldman & Sparr, 2023).

In addition, the emergences of digital technology and shifting cultural expectations have triggered a radical shift in the recruitment environment (Breeze et al., 2022; Awad et al., 2023). More effective and data-driven ways of talent acquisition have mostly replaced the more traditional methods. Because of this change, HR professionals in Jordan's universities need to investigate the repercussions these tendencies have on their work (Dewidar et al., 2022). In the same way as universities around the world are at a turning point, so are those in Jordan (Wright, 2022). They have to keep their employees motivated while also fostering a welcoming and accepting culture (Wright, 2022). In addition, they need to modify their practices to accommodate a shift in the way that companies hire new employees (Hammouri et al., 2023). Strategic decisions, crucial to the 21st-century success of these institutions, must be informed by an appreciation of the interdependencies among the aforementioned factors (Fatumo et al., 2022). According to research by LaRue et al. (2023), a company's bottom line can benefit greatly from a diverse workforce. Businesses that value variety have access to a greater range of ideas and expertise in today's increasingly interconnected global economy (Gurung & Prieto, 2023) than their competitors. Coelho et al. (2023) found that a more diverse workforce was associated with a rise in both innovation and creativity. Success in today's multicultural marketplaces (Kirby et al., 2023) requires that businesses be able to understand and cater to a wide range of customers. Jansson and Wu (2023) point out those businesses that actively promote diversity and inclusion among their staff report higher levels of employee satisfaction and loyalty.

Employee involvement is the key to a successful company's success (Boccoli et al., 2023) as well. In addition to being more driven and content in their work, engaged people go the extra mile to produce high-quality outcomes (Kral et al., 2022). They care very much about their jobs and the goals of the company (Yadav et al., 2022). This emotional involvement in the organization helps to a favorable work culture characterized by strong teamwork and excellent communication (Byme, 2022). Employees that are invested in their work provide better service to customers, make better products, and produce more work as a whole (Nguyen & Nguyen, 2022). In addition, it decreases absenteeism and turnover, which saves companies money on hiring and retraining new staff members (Mulang, 2022). Companies that fail to keep up with the latest hiring practices will quickly fall behind in the war for talent (Tao et al., 2022). Technology, AI, and data analytics have all contributed to a dramatic improvement in the quality and timeliness of the hiring process (Aggarwal et al., 2022). Incorporating these developments into the employment process helps businesses zero in on and entice the most qualified applicants (Liu et al., 2022). In addition, the rise of remote work is helping companies reach a wider audience and attract top talent from all over the world (Saks, 2022). Aligning recruiting tactics with these trends can help businesses attract and retain top personnel, fill open positions quickly, and thrive in the future (Biccoli et al., 2023) economy.

This article sets out to conduct a thorough investigation into how diversity, employee engagement, and current recruitment tendencies affect HR and customer relationship management at Jordanian institutions. Our goal is to use a multi-pronged research strategy to

better understand the interplay between these factors so that we can help these universities become more globally competitive. We will examine the current literature, conduct surveys and interviews with HR experts, college professors, and university presidents, and finally present a synthesis of the data that demonstrates how these factors may affect the trajectory of Jordanian higher education in the future. This voyage promises to reveal the route forward for HR and customer relationship management enhancement within Jordanian universities, and, by extension, delivers useful insights for educational institutions worldwide. The second portion of my talk will focus on expanding upon my earlier work. The study's methodology and data gathering procedures make up the third and last section of this discussion. Section 5, which follows Section 4, contains the discussion of the findings and their interpretation.

2. Literature Reviews

2.1 Diversity

To truly appreciate variety, one must look beyond superficial distinctions like skin color, sexual orientation, and national origin (Fatumo et al., 2022). Diverse individuals within a group or society are characterized by a variety of characteristics and viewpoints ((Boekhout et al., 2022). In order to create a more welcoming and engaging work environment, it is important to recognize and celebrate differences (Wright et al., 2022). One definition of diversity is "the acceptance of and respect for individual differences in background, experience, skill set, and way of thinking" (Wright, 2022). Innovation and creativity thrive in inclusive environments because people from all walks of life are able to contribute their unique perspectives, ideas, and skills (Dewidar et al., 2022). This collaborative approach to problem-solving is more effective because it incorporates the unique viewpoints of all involved parties (Hwang & Brawley, 2022). Furthermore, diversity is critical for creating a sense of community and a voice (Breeze et al., 2022). When people from all walks of life see them mirrored in different facts such as the workplace, the media, or leadership roles, it cultivates a sense of inclusiveness and confirms the belief that everyone has something of worth to give (Waldman & Sparr, 2023). As a result, members of a culturally diverse group tend to report greater levels of interest, drive, and happiness (Park et al., 2022). In addition to this, diversity plays a crucial influence in dissolving stereotypes and eliminating prejudices (Boekhout et al., 2022). Understanding and empathy for others, as well as the eradication of biases, might result from being exposed to multiple perspectives (Civolani et al., 2023). Building bridges between people of different origins and encouraging people to confront their own biases are two ways it promotes a more tolerant and harmonious society (Angata & Varki, 2023).

A more engaging and rewarding learning environment is created when students from different backgrounds are brought together (Ahmad et al., 2023) in the classroom. People who have been exposed to different points of view are better equipped to deal with the challenges of living in a globalized environment and interacting with others of different cultural traditions (Boekhout et al., 2022). Tools for thriving in a globally interdependent and interconnected environment (Park et al., 2022) are made available to students. Moreover, welcoming diversity is not only the moral thing to do but also makes good business sense (Waldman & Sparr, 2023) for any organization. Companies that actively seek out and celebrate differences in their workforce tend to outperform those that don't (Breeze et al., 2022). With more skills and perspectives to draw from, diverse teams boost decision-making and boost an organization's overall performance and competitiveness (Hwang & Brawley, 2022). In conclusion, diversity is not just a hot topic; it is fundamental to a successful and progressive society (Dewidar et al., 2022). We can pave the road for a more equitable and peaceful society by learning to appreciate and celebrate our differences (Wright, 2022). To give everyone a fair shot at making a meaningful contribution and thriving, we all have a responsibility to recognize, appreciate, and cultivate the rich diversity that makes up the fabric of humanity (Wright et al.,, 2022).

2.2 Employee Engagement

Andrli et al. (2023) find that employee involvement has far-reaching consequences for firms of all sizes and in many different ways. To begin, Alagarsamy et al. (2023) found that actively involved workers are more productive and make major contributions to their employers'

success. They are more invested in their work, which increases their productivity and ultimately benefits the company's bottom line (Biccoli et al., 2022). Susanto et al. (2023) found that a boost in productivity like this can have a positive effect on bottom-line earnings. Secondly, according to Adisa et al. (2023), a productive work environment is one in which employees are actively engaged. Employees that are invested in their work are more likely to work together, share information effectively, and lend a helping hand to their coworkers (Saks, 2022). Employees are more likely to be happy and productive in such a setting (Liu et al., 2022). This more positive environment not only keeps top employees from leaving, but also helps recruit new ones (Aggarwal et al., 2022). Lastly, according to the research of Almajali et al. (2023), an engaged workforce results in happier customers.

Employees that are enthusiastic about their jobs are more inclined to go above and above for their customers (Hammouri et al., 2023) because of the pride they feel in their profession. As a result, the whole customer experience improves, which can result in more satisfied customers who are more likely to return (Aggarwal et al., 2022). According to research by Hanandeh et al. (2023), a company's long-term profitability and reputation are directly tied to the level of staff engagement and customer satisfaction. Employees that are invested in their work are also more likely to think outside the box and work for constant improvement (Liu et al., 2022). They are encouraged to think outside the box, find ways to streamline operations, and provide feedback on how to improve products and services (Saks, 2022). Businesses that foster a culture of innovation are better able to compete in today's global economy, face new difficulties head-on, and keep a focus on future growth (Biccoli et al., 2023). Adisa et al. (2023) conclude that employee engagement is a critical factor in both physical and mental health. Stress is reduced, job satisfaction is increased, and work-life balance is enhanced for many employees who are actively engaged in their work (Susanto et al., 2023) because of this. Alagasamy et al. (2023) found that this led to a decrease in employee absenteeism and presenters, which in turn lowered healthcare expenditures for enterprises. Employees and the company's financial line can both benefit from an environment that encourages health and wellness (Andrli et al., 2023) if management makes it a priority.

2.3 **Recruitment Trends**

Because of shifts in the economy, advances in technology, and individual and organizational preferences, recruitment practices are always developing (Grant-Smith et al., 2022). Online job boards, social media platforms, and application tracking systems have become more important resources for both job searchers and recruiters in recent years (Fox et al., 2023) due to the growing popularity of digital recruitment. The efficiency and accessibility of the hiring process have been greatly improved because to these digital platforms (Lu et al., 2022). The recruitment industry is also seeing a shift, with a greater focus on diversity and inclusion (Uloko et al., 2023) than in the past. Businesses are working to eradicate bias in the hiring process and foster a more inclusive workplace in order to attract and retain top talent (Baker et al., 2023). This includes blind recruiting, where identifying information like names and addresses is eliminated from job applications, and the use of AI-driven systems to assess candidates based on skills and qualifications rather than personal traits (Cox et al., 2023).

Due to technological developments and shifting employee expectations, gig labor and remote work have become increasingly common in today's job market (Cohen, 2022). Video interviews and remote assessment tools are being used to evaluate candidates from different geographic areas as part of the recruitment process (Shriver et al., 2022). It's also important to note the function data analytics is playing in current trends in hiring (Goetz & Berner, 2022). Data-driven recruiting is on the rise, with companies embracing big data and analytics tools (Swift et al., 2023) to make judgments. To better forecast the performance of candidates and hone their recruitment efforts, businesses can use these technologies (Merson et al., 2022).

There has been a rise in the usage of automation and AI in the first stages of the hiring process (Uloko et al., 2023) to weed out unqualified candidates. Human recruiters can save time and energy by delegating mundane activities to AI-powered Chabots and virtual recruiters including answering applicants' inquiries and conducting first interviews (Lu et al., 2022). Recruitment practices are increasingly focusing on the candidate experience (Fox et al., 2023) as a whole. From the application until the first day on the job, companies are working to make

the entire process more enjoyable for potential employees (Love et al., 2023). Increased retention rates and a more reputable image in the job market are just two benefits of providing a great candidate experience (Grant-Smith et al., 2022).

2.4 **Human Resource and Customer Relationship Management**

Often abbreviated as "HR," the Human Resources division is crucial to any company's success (Dacholfany et al., 2022). One of the key functions of the HR department is talent acquisition (McCartney & Fu, 2022). It's responsible for sourcing, recruiting, and onboarding new employees, ensuring that the firm has the right people with the relevant abilities to meet its goals (Fox et al., 2023). Human resources also has a big impact on how well employees learn and grow in their positions (El-kassar et al., 2022). The HR department is responsible for designing and delivering programs to assist workers develop in their current positions, learn new abilities, and adjust to shifting work demands (Sampe et al., 2022). Investing in staff training has been shown to increase both job satisfaction and loyalty (Chiang et al., 2022). When it comes to human resources, compensation and benefits management is also crucial (El-kassar et al., 2022). Compensation plans, including wages, bonuses, and extras like health insurance and retirement savings accounts, are developed and managed by HR (Alam, 2022). This ensures that workers are paid fairly (Elisa et al., 2022) and helps businesses attract and retain the best personnel.

Human resources play a critical role in sustaining a welcoming and supportive work environment for all employees (sinambela et al., 2022). Employee morale and output can benefit from its involvement in dispute resolution and the promotion of diversity and inclusion in the workplace (Stripe et al., 2022). In addition, HR is answerable for ensuring that all applicable laws and regulations are followed (Yuslem et al., 2022). Workplace safety, equal employment opportunity, and fair labor practices are only some of the topics that these regulations address (Aggarwal et al., 2022). If you want to stay out of trouble with the law and keep your good name, compliance is a must (Aggarwal et al., 2022). Human resources departments in today's fast-paced businesses are putting more emphasis on strategic planning and coordinating their efforts with the organization's overarching objectives (Yuslem et al., 2022). They are crucial in the organization's performance because of the HR strategies they create to help the company achieve its long-term goals (Stripe et al., 2022).

For these reasons, it is critical that private institutions in Jordan improve their customer relationship management (CRM). To begin with, colleges are starting to see the importance of student happiness and retention in the new competitive environment of higher education (Hammouri et al. 2023). These institutions may build closer relationships with their students by better understanding their needs and preferences through the use of CRM methods (Ahmad et al., 2023). This will allow them to personalize educational experiences, support services, and communication channels to each student's individual preferences (Ferrer-Estevez et al., 2023). Not only does this individualized method improve learning for students in general, but it also helps boost loyalty, which in turn increases retention rates (monod et al., 2023).

Enrollment and student happiness are also critical to the long-term financial health of Jordan's private institutions. Universities may win over students and their families with an enhanced CRM system that streamlines communication, provides for rapid response to questions, and swiftly handles problems (Alshurideh et al., 2023). Effective customer relationship management strategies allow universities to do more than just recruit and retain students; they also allow them to develop networks of alumni and keep in touch with them over time, which may lead to financial donations and good recommendations (Nojeem et L., 2023). A strategic investment that favorably affects the student experience and the institution's long-term success is increasing CRM in Jordanian private universities (Rahman et al., 2023). This is especially true in the dynamic and competitive educational landscape (Raeisi et al., 2023).

3. **Research Methodology**
The study's goal is to analyze the influence of HR and business outcomes in Jordanian institutions on diversity, employee engagement, and recruiting trends. The participants used a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) to rate the importance of research

principles presented in a Google Drive document. We used the Partial Least Squares (PLS) method to test our hypothesis. Following the data cleaning process, 271 responses from participants were judged to be eligible for analysis and discussion in light of our study's hypotheses. Significantly, the gathered data revealed a remarkable level of accuracy above the anticipated estimations, with a tenfold increase in precision.

4. Research Results

In order to investigate the precision and accuracy of the measuring strategy, a series of experiments were carried out. Cronbach's alpha was the method that the researchers utilized in order to evaluate the survey's reliability as well as its level of internal consistency. A cutoff value of 0.70 was chosen since it was in accordance with the suggestions that were presented by Hair et al. (2006). The Cronbach's alpha coefficients for the subscales of the scale can be found in Table 1. These coefficients are provided so that they can be examined. Every numerical value contained inside the subscale is greater than the predetermined cutoff point of 0.7. When determining the convergent validity of a measurement instrument, Fornell and Larcker state that it is best practice to use a critical threshold of 0.70 or higher for the construct reliability (CR) test and a threshold of 0.50 or higher for the average variance extracted (AVE) test. Both of these thresholds need to be used in conjunction with one another. It is essential to note, however, that the failure rates of the components as well as the average failure rates that are supplied in Table 1 do not fulfill the parameters that have been established. All of the path loadings for the different components had values that were higher than 0.5, which is evidence of robust relationships. After conducting an analysis to determine whether or not the hypothesis is valid within the context of the study paradigm, the results of the analysis are reported in the table that follows.

Table 1: Reliability and Validity test

Code	Variable	Factor's Loading	VIF
Diversity (D)	(Chronbach's Alpha: 0.218 , CR: 0.224:, AVE: 0.234)		
D1	Ethnicity	0.154	1.246
D2	Gender	0.263	1.110
D3	Age	0.239	1.225
Employee Engagement (EE)	(Chronbach's Alpha: 0.716 , CR: 0.614, AVE: 0.415)		
EE1	Job Satisfaction	0.566	1.776
EE2	Work-life Balance	0.727	1.122
EE3	Career Development	0.855	1.257
Recruitment Trends (RT)	(Chronbach's Alpha: 0.611, CR: 0.651, AVE: 0.610)		
RT1	Artificial Intelligence	0.734	1.711
RT2	Remote Hiring	0.533	1.144
RT3	Diversity and Inclusion	0.567	1.368
Human Resource Performance (HRP)	(Chronbach's Alpha:0.693 , CR: 0.664, AVE: 0.563)		
HRP1	Employee Turnover Rate	0.424	1.232
HRP2	Training and Development Investments	0.890	1.566
HRP3	HR Metrics Effectiveness	0.765	1.980
Customer Relationship	(Chronbach's Alpha: 0.551 , CR: 0.743, AVE: 0.711)		

Management			
CRM1	**Customer Segmentation**	0.543	1.498
CRM2	**Customer Lifetime Value**	0.550	1.368
CRM3	**Customer Satisfaction**	0.561	1.887

On the basis of the table that came before it, which showed that the research model had been given a positive review, we can now move on to the next step, which is an analysis of the research hypotheses.
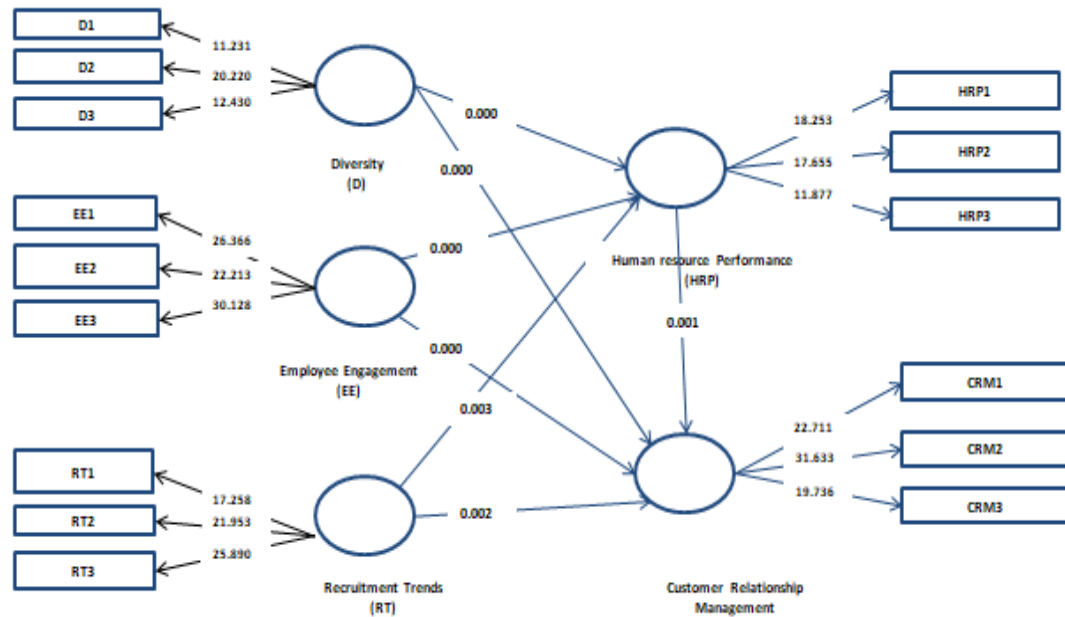

Fig. 2. Research Bootstrapping Results

The presented figure depicts the direct influence of the relationships among the study variables, and it is revealed that the research hypotheses fully supported.

Table 2: Discriminant Validity

Construct	D	EE	RT	HRP	CRM
D	0 .328				
EE	0 .348	0 .249			
RT	0 .551	0 .227	0 .450		
HRP	0 .438	0 .331	0 .577	0 .445	
CRM	0 .522	0 .374	0 .542	0 .272	0 .439

In order to determine whether or not there was discriminant validity, the Fornell-Larcker criterion was utilized. When the correlations among the components have a value that is smaller than the average variance extracted (AVE) from those components, we have determined that this requirement has been met. When compared to the component correlations, the square roots of the average variances extracted (AVEs), which are highlighted in bold, show magnitudes that are less significant. This observation provides data to support the validity and efficiency of the discriminant analysis method.

Following the completion of the measurement model's clearance process, the structural model underwent analysis, which yielded an R^2 score of 50.1%. The value of R^2 is higher than the threshold of 25% that Hair et al. have established as acceptable. Table 3 provides more evidence

that low p-values are present, which indicates that all of the hypotheses are correct. According to the findings of our research, there is a correlation that can be considered statistically significant between diversity and the performance of both human resources and the business as a whole (β=.145, p .05), as well as between diversity and the success of businesses in general (β=.112, p .05). These data lend support to Hypotheses 1 and 2, which were previously proposed. In addition, employee engagement has a significant influence on both the performance of human resources and the performance of the business (β =.114, p.05) and (β =.125, p.05), which lends credence to Hypotheses 3 and 4. In conclusion, recruiting trends have a significant impact, both positively and significantly, on human resource performance and company performance (β=.167 p .05) and (β=.230, p .05), which lends support to Hypotheses 5 and 6. In addition, the evidence that is currently available lends support to the hypothesis H7, which states that an improvement in the performance of human resources will have a beneficial impact on the performance of the business, and that this effect will be statistically significant (β= 0.136, p 0.05).

Table 3: Research Hypotheses Test

	Research Hypotheses Test	Beta	P-Value	Results
H1	Diversity ⟶ Human Resource Performance	0.145	0.000	Supported
H2	Diversity ⟶ Customer Relationship Management	0.112	0.000	Supported
H3	Employee Engagement ⟶ Human Resource Performance	0.114	0.000	Supported
H4	Employee Engagement ⟶ Customer Relationship Management	0.125	0.000	Supported
H5	Recruitment Trends ⟶ Human Resource Performance	0.167	0.003	Supported
H6	Recruitment Trends ⟶ Customer Relationship Management	0.230	0.002	Supported
H7	Human Resource Performance ⟶ Customer Relationship Management	0.136	0.001	Supported

5. Future Research and limitations

Future research on the interplay between diversity, employee engagement, and recruiting trends at Jordanian universities, as well as the influence that these factors have on HR and customer relationship management, has the potential to result in substantial technological improvements. Because of the increasing significance of these components in the academic world, it is absolutely necessary to have an in-depth understanding of the difficulties involved with these features. In Jordanian universities, identifying distinct human resources and recruitment techniques that are in accordance with developing diversity and boosting employee engagement is a topic that merits further investigation. Researchers are given the chance to explore the influence that a variety of techniques, such as diversity and inclusion programs or creative recruitment strategies, have on the performance of HR services and, as a consequence, the customer relationship management of academic institutions.

The assessment of how novel recruitment techniques and engagement initiatives could successfully boost the HR functions and customer relationship management at Jordanian institutions might be the focal point of an investigation into the dynamic link that exists between employee engagement and trends in recruitment. This may involve the development of innovative recruitment methods, training programs, or employee engagement tactics with the goals of increasing the efficiency of the business and attracting a more diverse pool of talented individuals. The understanding of the connection between diversity, employee engagement, recruiting trends, and the impact they have on the success of universities is of utmost significance for both the academic and institutional spheres. In addition, it is of the utmost need to carry out a deeper investigation into the function of diversity management in the framework of human resources (HR) functions at Jordanian educational institutions. Scholars have the chance to study the ways in which the progress of employee engagement and

recruiting efforts might be facilitated by the promotion of diversity and inclusion. This includes an investigation on the effect that inclusive workplace rules, diverse recruiting practices, and stakeholder participation have had on the efficiency of HR functions and the overall effectiveness of Jordanian educational institutions.

Nevertheless, it is absolutely necessary to be aware of the limitations that are inherent to this field of research. The nuanced and complicated traits that are intrinsic to the idea of diversity and the level of employee participation are a significant limitation. Because these fields are still developing at a rapid rate, researchers are confronted with the challenge of adapting their studies to stay up with the latest breakthroughs in the field. Because of this, coming to findings that have broad applicability is a difficult and time-consuming endeavor. Furthermore, it is important to remember that the influence of diversity, employee engagement, and recruitment trends on HR operations and customer relationship management is dependent on the specific context in which they are employed. This is something that should be taken into consideration. This indicates that the effects of these factors may vary based on the academic field in issue, the location in which the university is located, and the size of the institution. The process of measuring and quantifying the variables in question can be a complex one, as it can involve subjective aspects that can result in variation in the findings of the study. In order to further improve our understanding of the interplay between diversity, employee engagement, recruiting trends, and HR functions and customer relationship management at Jordanian institutions, it is vital that we accept these limits and find ways to overcome them.

6. Acknowledgment

7. Research Conclusion and Implication
The primary objective of this research is to analyze how implementing efficient HR practices at private universities in Jordan affects HR performance, employee engagement, and business outcomes. The study also intends to collect extensive data to demonstrate the effect of novel ideas on the growth of HR practices and the enhancement customer relationship management. Human resource policies and procedures are profoundly affected by diversity, employee engagement, and hiring trends, according to Hypotheses 1, 3, and 5. On the other hand, hypothesis 2, 4, and 6 suggest that these factors are crucial in establishing general corporate success. The examination of the research data revealed a robust and positive association, which carries major implications for both HR practices and customer relationship management.

The findings highlight the importance of establishing efficient HR procedures at private universities in Jordan to improve customer relationship management within the organization by increasing diversity, employee engagement, and recruitment trends. Research projects like this may help the country in its quest to improve its educational system. What's more, this study's findings are consistent with those of other studies, as shown by the work of Biccoli et al. (2023), Adisa et al. (2023), Susanto et al. (2023), Alagarsamy et al. (2023), Andrlić et al. (2023).

The research looked at a wide range of aspects of diversity, such as employee numbers, workplace policies, and sensitivity to different cultures. This study's findings lend credence to the argument that a company's level of diversity has a positive effect on the evolution of HR policies and procedures, as well as the enhancement of customer relationship management. These findings are consistent with those found in other studies by researchers such as Chiang et al. (2022), Alam (2022), El-kassar et al. (2022), Elisa et al. (20220, sinambela et al. (2022), Stripe et al. (2022), Yuslem et al. (2022), aggarwal et al. (2022).

Job satisfaction, organizational dedication, and efficient communication were also investigated as factors in employee engagement. The findings of this study lend credence to the theory that a company's success can be improved by a focus on employee satisfaction. Previous studies by López-Arceiz et al. (2022), Li et al. (2022), Joshi et al. (2022), Beuren et al. (2022), Obermayer et al. (2022), Alam et al. (2022), Mudjijah et al. (2022), Siregar et al. (2023), corroborate the results provided here.

This research looks at how recent developments in the hiring industry have affected the development of efficient HR policies and the enhancement of customer relationship management. It delves into the function of creative hiring methods, talent management, and new employee orientation. The outcomes of this study offer support to the assumption that firms involved in recruitment trends can have a good impact on the development of HR practices and the enhancement of customer relationship management. Harif et al. (2022), Tuan (2023, Agrawal et al. (2022), Fu et al. (2022), Chowdhury et al. (2022), Mehralian & Khazaee (2022) all found similar things, as do the results provided here.

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