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The Effect of Recruitment Efficiency on Employment Outcomes in Mbeya City, Tanzania

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ABSTRACT

Recruitment constitutes a critical link between labour supply and organizational demand for human resources. Its effectiveness depends not only on identifying qualified applicants but also on the timeliness, transparency, cost-effectiveness and accuracy with which organizations identify and match candidates with available positions. This study examined the relationship between recruitment efficiency and employment outcomes in Mbeya City, Tanzania. A mixed-methods approach was employed using a descriptive and explanatory cross-sectional design. Data were collected from 120 respondents drawn from selected public and private organizations and job seekers in Mbeya City. Quantitative data were collected through structured questionnaires, while qualitative data were obtained through semi-structured interviews. Quantitative data were analysed using descriptive statistics, Pearson product-moment correlation and simple linear regression, while qualitative data were analysed thematically. The results showed a strong positive and statistically significant relationship between recruitment efficiency and employment outcomes ($r = .721, p < .001$). Regression analysis indicated that recruitment efficiency explained 52.0% of the observed variance in employment outcomes ($R^2 = .520$; adjusted $R^2 = .516$). The regression model was statistically significant, $F(1, 118) = 127.81, p < .001$, while recruitment efficiency was a statistically significant positive predictor of employment outcomes ($B = .664, SE = .059, \beta = .721, t = 11.31, p < .001$). The findings indicate that higher recruitment efficiency is associated with stronger employment outcomes, particularly in relation to candidate-job matching, timely recruitment and transparent recruitment procedures. The study concludes that recruitment efficiency represents an important component of the process linking job seekers with organizational employment opportunities. Organizations should strengthen recruitment procedures by reducing unnecessary delays, improving candidate screening and communication, enhancing transparency and using appropriate digital systems while addressing barriers that may exclude applicants with limited access to digital technologies.

Keywords: Recruitment efficiency, employment outcomes, recruitment, human resource management, e-recruitment, Mbeya City, Tanzania

1. Introduction

Recruitment is one of the principal mechanisms through which organizations acquire the human resources required to accomplish their objectives. It connects individuals seeking employment with organizations seeking knowledge, skills and competencies. The quality of this connection has implications beyond the administrative task of filling vacant positions because recruitment and selection processes influence how organizations identify, attract and match potential employees with available positions. In contemporary labour markets, digital recruitment platforms have increasingly been used to facilitate recruitment, placement and job matching, extending the role of recruitment systems beyond conventional administrative processing (International Labour Organization [ILO], 2021a, 2021b). Recruitment efficiency is therefore an important concern for both human resource management and labour-market performance.

Changes in information and communication technologies (ICTs) have altered the organization of recruitment. Vacancy advertising, application submission, applicant screening, shortlisting and communication with candidates can increasingly be conducted electronically. Digital recruitment platforms have the potential to simplify application procedures, reduce unnecessary delays and expenses, widen access to employment opportunities and facilitate job matching (ILO, 2021a, 2021b). However, efficiency cannot be understood simply as the adoption of technology. The ILO and IOM (2021) emphasize that digital recruitment technologies are not sufficient on their own; their effectiveness depends on how they are designed, implemented and supported by appropriate institutional, legal and policy arrangements. A recruitment system may therefore be technologically advanced while remaining slow, inaccessible, poorly coordinated or incapable of matching candidates effectively with available positions. Recruitment efficiency is consequently better understood in terms of the results achieved by the recruitment process, including timeliness, recruitment costs, candidate-job matching and transparency.

The Tanzanian experience illustrates both the possibilities and constraints associated with changing recruitment systems. Recent studies of e-recruitment in the Tanzanian public sector report that digital recruitment has been introduced partly to reduce delays, improve accessibility, strengthen transparency and reduce costs associated with conventional recruitment procedures (Deogratias & Tefurukwa, 2024; Redson & Tefurukwa, 2026). For example, evidence from Tanzania indicates that online recruitment can reduce the use of paper-based applications, physical travel and some advertising costs,

thereby improving the efficiency of recruitment administration (Deogratias & Tefurukwa, 2024). At the same time, challenges associated with ICT skills, system interoperability, internet connectivity, human errors and delays in application processes continue to affect the implementation of e-recruitment systems (Deogratias & Tefurukwa, 2025). These conditions are particularly important because an efficient recruitment system should not only reduce the administrative burden on employers; it should also facilitate an effective process through which qualified individuals gain access to employment opportunities.

Much of the existing literature has examined recruitment from the perspective of organizational efficiency, technological adoption, e-recruitment implementation or the design of digital recruitment systems. For example, systematic research on e-recruitment recommender systems has examined how digital systems can support the matching of candidates with job opportunities and recruiters with potential candidates (Freire & de Castro, 2021). Similarly, international evidence indicates that digital recruitment platforms can support recruitment, placement and job matching while potentially improving transparency and reducing recruitment-related costs when they are implemented inclusively (ILO & International Organization for Migration [IOM], 2021). In Tanzania, recent studies have concentrated particularly on public-sector e-recruitment, its regulatory framework, effectiveness and implementation challenges (Deogratias & Tefurukwa, 2024, 2025; Redson & Tefurukwa, 2026). Comparatively less attention has been directed towards the empirical relationship between recruitment efficiency and broader employment outcomes within a city-level labour market such as Mbeya.

This distinction is important because recruitment efficiency and employment outcomes are conceptually related but not identical. An organization may reduce the time required to process applications without necessarily improving candidate-job matching or employment opportunities. Similarly, an online recruitment platform may increase the number of applications received while creating difficulties for applicants with limited digital skills or unreliable internet access. Research on digital recruitment similarly recognizes that technological systems can facilitate matching and efficiency while also creating access and implementation challenges (Freire & de Castro, 2021; ILO, 2021a). The relevant empirical question is therefore whether improvements in recruitment efficiency correspond with measurable improvements in employment outcomes.

Against this background, this study examined the effect of recruitment efficiency on employment outcomes in Mbeya City, Tanzania. Recruitment efficiency was considered in relation to the timely filling of vacancies, recruitment cost, quality of candidate-job matching and transparency of recruitment procedures. Employment outcomes reflected the extent to which recruitment processes contributed to successful job matching, effective hiring, workforce quality and improved employment opportunities. By focusing specifically on the relationship between these constructs, the study provides empirical evidence from Mbeya City on whether recruitment efficiency is associated with differences in employment outcomes.

2. Literature Review

Recruitment efficiency concerns the extent to which an organization attracts, evaluates and appoints suitable candidates while making appropriate use of time, financial resources and administrative capacity. An efficient recruitment process should enable an organization to identify suitable candidates within a reasonable period and at an acceptable cost while maintaining fairness, transparency and an appropriate match between applicants' qualifications and job requirements. In this sense, recruitment efficiency encompasses both the resources consumed by recruitment and the quality and timeliness of the outcomes produced by the process. Digital recruitment systems have expanded the capacity of organizations to manage these activities through electronic vacancy advertising, application processing, screening and communication with applicants (International Labour Organization [ILO], 2021a, 2021b).

The concept therefore extends beyond recruitment speed. A rapid recruitment process that produces unsuitable appointments cannot reasonably be considered efficient because speed alone does not establish the quality of recruitment outcomes. Similarly, reducing recruitment expenditure at the expense of candidate quality may generate additional organizational costs through poor employee-job fit, turnover or the need to repeat recruitment processes. Recruitment efficiency consequently involves balancing time, cost, candidate quality, transparency and organizational requirements. Research on digital recruitment also emphasizes the importance of effective candidate-job matching and the capacity of recruitment technologies to support the identification of appropriate candidates rather than merely increasing the volume or speed of applications processed (Freire & de Castro, 2021).

Digital recruitment has increased the possibilities for achieving such efficiency. Electronic systems can facilitate vacancy dissemination, application processing, applicant tracking, screening and communication. In Tanzania, Ponsian and Churk (2023) examined the determinants of e-recruitment efficacy at the Public Service Recruitment Secretariat in Dodoma and found significant relationships between e-recruitment efficacy and factors including computer usage, technical skills, professionalism, information accessibility, internet availability and website design. Their findings indicate that technological infrastructure alone does not determine recruitment effectiveness; the capabilities of users and the organizational environment within which recruitment systems operate are also important.

Deogratias and Tefurukwa (2024) similarly examined the regulatory environment surrounding e-recruitment and selection in Tanzania's public service. Their findings indicate that the linkage between recruitment regulations and ICT-based recruitment processes remains difficult to manage, partly because existing regulatory arrangements were developed during the conventional recruitment era and because of inadequate interoperability within ICT systems. The study nevertheless found that the regulatory framework and ICT systems have facilitated e-recruitment and selection to some extent. These findings suggest that recruitment efficiency depends on the interaction between administrative rules, institutional arrangements and technological systems rather than on technology alone.

Subsequent Tanzanian evidence has continued to demonstrate this dual character of digital recruitment. Deogratias and Tefurukwa (2025), using a sociotechnical perspective, identified social and technical constraints affecting e-recruitment in the Tanzanian public service, including ICT illiteracy, resistance to change, human errors, delays in employment-permit processes, poor internet connectivity, system abnormalities, budget constraints and

limited system integration and interoperability. Conversely, Redson and Tefurukwa (2026) report that e-recruitment at Tanzania's Public Service Recruitment Secretariat has supported candidate processing and contributed to reductions in administrative burdens, faster shortlisting and greater transparency. Considered together, these studies suggest that technology can support recruitment efficiency, but its contribution depends on the quality of system design, institutional arrangements, human capabilities, infrastructure and accessibility.

The existing Tanzanian evidence, however, is predominantly concerned with the efficacy, regulation, implementation and challenges of e-recruitment, particularly within the public service. Ponsian and Churk (2023), for example, focused on determinants of e-recruitment efficacy at the Public Service Recruitment Secretariat, while Deogratias and Tefurukwa (2024, 2025) examined regulatory and sociotechnical dimensions of public-sector e-recruitment. This leaves a narrower empirical question insufficiently addressed: whether recruitment efficiency, considered as a broader construct involving timeliness, cost, candidate-job matching and transparency, is statistically associated with employment outcomes among organizations and job seekers within a city-level labour market. This gap provides the basis for examining the relationship between recruitment efficiency and employment outcomes in Mbeya City, Tanzania.

Employment outcomes describe the results generated through processes that connect workers with available employment opportunities. Within organizational recruitment, relevant outcomes may include successful placement, timely appointment, appropriate matching between employee qualifications and job requirements and the quality of resulting employment decisions. Employment services are expected to facilitate the matching of jobseekers with employers and support transitions into employment, making job matching an important dimension of labour-market performance (International Labour Organization [ILO], 2016, 2025). Thus, employment outcomes extend beyond the completion of recruitment procedures to the extent to which those procedures produce appropriate employment matches.

The distinction between recruitment activity and employment outcome is important. Receiving a large number of applications, increasing the number of candidates screened or reducing the time required to process applications represents recruitment activity or process efficiency rather than an employment outcome in itself. The relevant outcome is whether recruitment processes facilitate the identification and placement of suitable candidates in available positions. Candidate-job matching is particularly important because recruitment decisions affect both the individual seeking employment and the organization seeking appropriate human resources. Research on e-recruitment recommender systems shows that digital recruitment systems can be designed to present suitable jobs to candidates and suitable candidates to recruiters, thereby supporting the matching function of recruitment (Freire & Castro, 2021).

Contemporary recruitment technologies may strengthen such matching by allowing organizations to process applicant information systematically and to connect candidates and vacancies through digital platforms. The ILO and IOM (2021) identify recruitment, placement and job matching as important functions of state-facilitated digital recruitment platforms. The organizations also report that, when designed and implemented inclusively, digital recruitment platforms can support institutional transparency and fairness while reducing some recruitment-related costs. More recent ILO evidence similarly indicates that digital transformation can improve employment-service delivery by automating processes such as registration and job matching, although the benefits depend on adequate infrastructure, connectivity and digital skills (ILO, 2026).

Evidence from Tanzania also indicates that digital recruitment can affect the quality and efficiency of recruitment processes. Recent studies of Tanzania's public-sector recruitment system have reported improvements associated with electronic recruitment, including faster candidate processing, reduced administrative burdens and greater transparency, while also identifying constraints related to ICT skills, internet connectivity, system integration and technical limitations (Deogratias & Tefurukwa, 2024, 2025; Redson & Tefurukwa, 2026). These findings are relevant to employment outcomes because recruitment efficiency may influence how effectively organizations identify, assess and match candidates with available positions. However, evidence that a recruitment system is faster or more transparent does not, by itself, establish that employment outcomes have improved. This distinction creates the need to examine the relationship empirically rather than assuming that improvements in recruitment processes automatically translate into better employment outcomes.

Employment outcomes should therefore be considered in relation to both organizational effectiveness and the ability of qualified applicants to participate meaningfully in recruitment. Digital systems may facilitate job matching and access to employment information, but unequal access to internet connectivity, digital devices and relevant skills can restrict participation. The ILO emphasizes that digital transformation of employment services should address the digital divide and combine digital channels with appropriate forms of non-digital support where necessary (ILO, 2026). In this study, employment outcomes are consequently understood in terms of the extent to which recruitment processes contribute to successful job matching, effective hiring, workforce quality and improved access to employment opportunities. This conceptualization provides the basis for examining whether recruitment efficiency is associated with measurable differences in employment outcomes in Mbeya City.

2.1 Research Gap

Three gaps are particularly relevant to the present study. First, much of the available recruitment literature in Tanzania has focused on the adoption, efficacy, regulatory environment and implementation challenges of e-recruitment rather than directly estimating the relationship between recruitment efficiency and employment outcomes; for example, Ponsian and Churk (2023) examined determinants of e-recruitment efficacy at the Public Service Recruitment Secretariat, while Deogratias and Tefurukwa (2024, 2025) examined the regulatory and sociotechnical dimensions of e-recruitment in the Tanzanian public service. Second, the available Tanzanian evidence is substantially concentrated on the public sector, particularly the Public Service Recruitment Secretariat, with comparatively limited evidence from local labour-market settings where public institutions, universities, private organizations and job seekers interact within the same geographical area (Deogratias & Tefurukwa, 2024, 2025; Ponsian & Churk, 2023; Redson &

Tefurukwa, 2026). Third, the reviewed literature has predominantly assessed recruitment systems in terms of efficacy, regulatory effectiveness, implementation challenges, candidate quality or administrative efficiency, with less attention given to whether variations in recruitment efficiency correspond with variations in employment outcomes. This distinction is important because improvements in recruitment administration, such as faster processing or reduced administrative workload, do not necessarily establish that qualified applicants experience improved employment outcomes. This study responds to these gaps by isolating recruitment efficiency as the explanatory variable and employment outcomes as the dependent variable, thereby moving the analysis from the question of whether organizations use or implement recruitment technologies to the more specific empirical question of whether differences in recruitment efficiency are associated with differences in employment outcomes in Mbeya City, Tanzania.

3. Methodology

3.1 Research Approach and Design

The study employed a mixed-methods approach using a descriptive and explanatory cross-sectional research design. The quantitative component was used to examine the relationship between recruitment efficiency and employment outcomes, while qualitative evidence was collected to provide contextual understanding of recruitment practices within the selected organizations. The use of both quantitative and qualitative evidence enabled the study to combine statistical assessment of the relationship between the study variables with participants' experiences and explanations of recruitment processes.

A cross-sectional design was appropriate because data were collected from respondents at a defined point in time. The descriptive component enabled the study to summarize respondents' perceptions of recruitment efficiency and employment outcomes, whereas the explanatory component facilitated statistical examination of the relationship between the independent variable, recruitment efficiency and the dependent variable, employment outcomes. Since the data were collected at one point in time, the regression results were interpreted as evidence of statistical association and predictive relationship rather than definitive causal effects.

3.2 Study Area

The study was conducted in Mbeya City, Tanzania. The study setting comprised selected public and private organizations and job seekers within the city. The participating institutions included Mbeya University of Science and Technology (MUST), Catholic University of Mbeya (CUOM), Teofilo Kisanji University (TEKU), the Open University of Tanzania–Mbeya Centre, Mbeya City Council and Tanzania Breweries Limited (TBL).

Mbeya City provided an appropriate setting for examining recruitment efficiency because the study involved organizations operating in different institutional contexts as well as individuals seeking employment opportunities. The inclusion of public and private organizations enabled the study to examine recruitment practices across different organizational settings, while the inclusion of job seekers provided evidence concerning the employment outcomes associated with recruitment processes.

3.3 Population, Sampling and Sample Size

The study involved respondents drawn from selected public and private organizations and job seekers in Mbeya City. The participating institutions were Mbeya University of Science and Technology, Catholic University of Mbeya, Teofilo Kisanji University, the Open University of Tanzania–Mbeya Centre, Mbeya City Council and Tanzania Breweries Limited.

A combination of stratified random and purposive sampling techniques was employed. Stratified sampling was used to ensure representation of relevant respondent categories, while purposive sampling was used to select respondents with relevant knowledge or experience of recruitment processes. The final quantitative sample comprised 120 respondents.

The sample was considered appropriate for examining the relationship between recruitment efficiency and employment outcomes using correlation and simple linear regression. However, because the study used selected organizations and respondents within Mbeya City, the findings should be interpreted within the context of the study population and should not automatically be generalized to all organizations or job seekers in Tanzania.

3.4 Data Collection

Quantitative data were collected using structured questionnaires. The questionnaire items measuring recruitment efficiency focused on aspects of the recruitment process such as recruitment timeliness, candidate-job matching and transparency of recruitment procedures. Employment outcomes were assessed using items relating to job matching, recruitment effectiveness, employment opportunities and workforce quality.

The questionnaire was administered to the selected respondents and responses were used to generate quantitative measures of the two study variables. The study also employed semi-structured interviews to obtain qualitative information from participants with relevant experience of recruitment processes. The interviews provided additional explanations concerning recruitment procedures, technology-supported recruitment, communication, transparency and accessibility.

The combination of questionnaires and interviews enabled methodological triangulation by allowing quantitative findings to be considered alongside participants' explanations of recruitment practices. Qualitative evidence was therefore used primarily to contextualize and clarify the quantitative findings rather than to replace the statistical analysis.

3.5 Data Analysis

Quantitative data were coded and analysed using IBM SPSS Statistics Version 26. Descriptive statistics were first used to summarize responses and describe the study variables. Pearson's product-moment correlation coefficient was then employed to determine the direction and strength of the relationship between recruitment efficiency and employment outcomes.

Simple linear regression analysis was subsequently conducted to determine the extent to which recruitment efficiency statistically predicted employment outcomes. The regression model was specified as:

BV

Where:

EO = Employment Outcomes

β_0 = Constant/intercept

β_1 = Regression coefficient for recruitment efficiency

RE = Recruitment Efficiency

ϵ = Error term

The statistical significance of the relationship and regression coefficient was evaluated at the **5% significance level ($\alpha = .05$)**. The analysis focused on the correlation coefficient, regression coefficient, coefficient of determination (R^2), t-statistic and overall significance of the regression model.

Qualitative interview data were analysed thematically. Interview responses were reviewed, organized into relevant categories and used to identify explanations that could help contextualize the quantitative findings. The qualitative evidence was integrated into the interpretation of the statistical results, particularly in relation to recruitment timeliness, candidate-job matching, communication, transparency and technology-supported recruitment.

4. Results

4.1 Relationship between Recruitment Efficiency and Employment Outcomes

Pearson correlation analysis established a positive relationship between recruitment efficiency and employment outcomes. The correlation coefficient was **$r = .721$, $p < .001$** , indicating that higher levels of recruitment efficiency were associated with better employment outcomes.

The magnitude of the coefficient indicates a substantial association between the two variables. Organizations characterized by more efficient recruitment processes tended to report stronger employment-related outcomes, including timely recruitment and improved candidate-job matching.

4.2 Regression Analysis

Simple linear regression was performed to estimate the predictive relationship between recruitment efficiency and employment outcomes.

Model	R	R ²	Adjusted R ²	Standard Error of Estimate
1	.721	.520	.516	.548

Source: Field Data (2026)

The model produced **$R = .721$** and **$R^2 = .520$** . Recruitment efficiency therefore accounted for approximately **52.0% of the observed variance in employment outcomes** in the study sample. The adjusted R^2 of .516 was close to the unadjusted estimate, indicating limited shrinkage in explanatory power after adjustment.

The statistical significance of the regression model was examined using analysis of variance.

Source	Sum of Squares	df	Mean Square	F	p
Regression	38.427	1	38.427	127.81	< .001
Residual	35.473	118	.301		
Total	73.900	119			

Source: Field Data (2026)

The model was statistically significant, $F(1, 118) = 127.81, p < .001$. The null hypothesis that recruitment efficiency has no statistically significant effect on employment outcomes was therefore rejected.

4.3 Regression Coefficients

Predictor	B	SE	β	t	p
Constant	1.214	.253	—	4.80	< .001
Recruitment efficiency	.664	.059	.721	11.31	< .001

Dependent variable: Employment Outcomes**Source: Field Data (2026)**

Recruitment efficiency was a positive and statistically significant predictor of employment outcomes ($B = .664, SE = .059, \beta = .721, t = 11.31, p < .001$). The estimated regression equation was therefore:

$$\text{Employment Outcomes} = 1.214 + .664 (\text{Recruitment Efficiency})$$

Within the scale used in the study, a one-unit increase in recruitment efficiency was associated with an estimated .664-unit increase in employment outcomes.

The result should be interpreted within the limits of the cross-sectional design. The regression demonstrates a statistically significant predictive association in the observed data; it does not by itself establish temporal causality.

5. Discussion

The findings of this study indicate a strong and statistically significant positive relationship between recruitment efficiency and employment outcomes among the respondents studied in Mbeya City. The correlation coefficient of $r = .721$ demonstrates that higher levels of recruitment efficiency are associated with stronger employment outcomes. Similarly, the regression model showed that recruitment efficiency explained 52.0% of the observed variance in employment outcomes. These findings suggest that recruitment efficiency is not merely an internal administrative concern but is also relevant to the broader process through which organizations identify, assess and match job seekers with employment opportunities. Given the cross-sectional design of the study, however, the findings should be interpreted as evidence of statistical association and predictive relationship rather than proof that recruitment efficiency independently causes improved employment outcomes.

One possible explanation for the observed relationship is the reduction of recruitment-related friction. Recruitment involves several stages between the identification of a vacancy and the appointment of a successful candidate. Delays, ineffective communication, inefficient screening and unclear procedures can create barriers that slow the movement of suitable candidates through the recruitment process. Conversely, efficient recruitment procedures can facilitate timely vacancy processing, improve communication with applicants and enable organizations to identify candidates whose qualifications and competencies correspond with job requirements. In this respect, recruitment efficiency may strengthen the process through which available employment opportunities are converted into actual employment decisions.

The findings are consistent with evidence from Tanzania concerning the effectiveness of e-recruitment systems. Redson and Tefurukwa (2026), for example, reported that e-recruitment within the Public Service Recruitment Secretariat was associated with improved candidate processing and recruitment effectiveness through greater automation and more efficient handling of recruitment activities. Similarly, Ponsian and Churk (2023) identified system use, staff competence, access to recruitment information and technological infrastructure as important factors influencing e-recruitment efficacy. Taken together, these findings suggest that recruitment efficiency depends on the capacity of recruitment systems to support timely processing, access to relevant information and effective management of candidates.

Nevertheless, the findings should not be interpreted to mean that the introduction of technology automatically results in better employment outcomes. Deogratias and Tefurukwa (2025) identified ICT illiteracy, inadequate internet connectivity, resistance to change, system limitations and insufficient interoperability as important challenges affecting e-recruitment in Tanzania. These constraints indicate that technological systems can improve recruitment processes only when they are supported by adequate infrastructure, competent personnel, functional systems and accessible recruitment procedures. Recruitment efficiency should therefore be understood as a characteristic of the wider recruitment system rather than as a direct consequence of adopting a digital platform.

The strong association observed in this study may also be explained by the role of recruitment efficiency in candidate-job matching. Effective recruitment procedures allow organizations to assess applicants against specified job requirements and to identify candidates whose qualifications and competencies are more closely aligned with available positions. Better matching can contribute to the quality of employment decisions and may reduce the likelihood of inappropriate appointments. Recent Tanzanian evidence on AI-supported recruitment also suggests that technology-assisted recruitment can improve hiring accuracy in organizational settings (Lumelezi & Tandas, 2026). However, such evidence should not be interpreted as demonstrating that AI-

supported recruitment necessarily produces subsequent employee performance, particularly because the effectiveness and applicability of these technologies may vary across occupations, organizations and technological environments.

The explanatory power of the regression model also provides an important qualification to the findings. Although recruitment efficiency accounted for 52.0% of the observed variance in employment outcomes, approximately 48.0% remained unexplained by the model. This indicates that employment outcomes are influenced by factors beyond recruitment efficiency. Labour demand, prevailing economic conditions, applicants' education and work experience, organizational hiring capacity, digital skills and other institutional and individual characteristics may contribute to employment outcomes. Recruitment efficiency should therefore be regarded as one important component of a broader employment system rather than as the sole determinant of employment outcomes.

The findings contribute to the existing literature by extending the discussion of recruitment beyond the adoption or effectiveness of recruitment technologies to the outcomes associated with recruitment processes. The relevant organizational question is therefore not simply whether an institution has introduced electronic recruitment, applicant-tracking systems or other automated tools. Rather, attention should be given to whether recruitment arrangements reduce unnecessary delays and costs, facilitate transparent communication, support appropriate candidate screening and improve candidate-job matching. This outcome-oriented perspective provides a broader basis for assessing recruitment performance and helps explain why the efficiency of recruitment processes matters for the employment opportunities available to job seekers.

Overall, the findings provide empirical support for the study hypothesis that recruitment efficiency is significantly related to employment outcomes in Mbeya City. The evidence indicates that improvements in recruitment efficiency are associated with better employment outcomes within the study population. However, because the study employed a cross-sectional design, the relationship should not be interpreted as establishing a causal effect. Future research using longitudinal designs, larger samples and evidence from multiple regions could provide stronger evidence regarding how changes in recruitment efficiency over time relate to changes in employment outcomes.

6. Conclusion

The study examined the effect of recruitment efficiency on employment outcomes in Mbeya City, Tanzania. Recruitment efficiency demonstrated a strong positive relationship with employment outcomes and explained 52.0% of their observed variance. The regression coefficient was positive and statistically significant, providing evidence that differences in recruitment efficiency are systematically associated with differences in employment outcomes among the respondents studied.

The findings establish recruitment efficiency as more than an administrative measure of HR performance. Efficient recruitment constitutes an important mechanism connecting labour supply with organizational demand. Where recruitment procedures reduce unnecessary delays, strengthen candidate-job matching, improve transparency and communicate effectively with applicants, organizations are better positioned to fill vacancies appropriately and job seekers are better positioned to compete for available opportunities.

At the same time, the results do not imply that recruitment efficiency alone determines employment outcomes. Employment is produced within a wider economic, institutional and skills environment. Recruitment efficiency should therefore be strengthened alongside investments in digital infrastructure, human capital development and inclusive recruitment arrangements.

7. Recommendations

Public and private organizations should periodically assess recruitment performance using measurable indicators such as time to fill vacancies, quality of candidate-job matching, transparency, applicant communication and recruitment cost. Recruitment technology should be adopted where it demonstrably improves these indicators rather than being introduced solely as an organizational modernization measure.

Human resource departments should simplify application and screening procedures, establish clear recruitment timelines and communicate consistently with applicants. Where digital platforms are used, organizations should ensure that systems are reliable, accessible and sufficiently supported by trained HR personnel.

Organizations should also maintain safeguards against digital exclusion. Recruitment efficiency should not be achieved by transferring excessive administrative or technological burdens to applicants. Recruitment arrangements should accommodate differences in internet access, digital competence and accessibility where practicable.

Further studies should employ longitudinal or panel designs to examine whether changes in recruitment efficiency precede changes in employment outcomes. Research covering multiple Tanzanian regions and economic sectors would also help establish whether the relationship observed in Mbeya City is consistent across different labour-market settings.

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