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User experience of a new recruitment tool

Case Study: Summer Power - Wärtsilä Finland Oy

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ABSTRACT:

Tässä tutkielmassa tarkastellaan uuden rekrytointityökalun käyttäjäkokemusta Wärtsilä Finland Oy:n Summer Power -ohjelmassa. Tutkimuksen lähtökohtana on rekrytointiteknologioiden kehittyminen sekä tästä johtuva henkilöstöhallinnon tehtävien siirtyminen yhä enemmän HR:ltä palkkaaville esihenkilöille. Näistä johtuen uusien digitaalisten työkalujen käyttöönoton onnistuminen ei riipu ainoastaan niiden teknisistä ominaisuuksista, vaan myös siitä, miten käyttäjät kokevat työkalut omassa työarjessaan ja miten he kokevat ne osana laajempaa rekrytointiprosessia.

Tutkimuksen tavoitteena oli selvittää, millaisia käyttäjäkokemuksia palkkaavilla esihenkilöillä ja muilla rekrytointiin osallistuvilla henkilöillä on Recright-työkalusta Summer Powerin rekrytoinnissa. Lisäksi tavoitteena on tunnistaa yleisimpiä käytettävyysongelmia Nielsenin kymmenen heuristiikan avulla, sekä arvioida työkalun vahvuuksia ja heikkouksia yleisesti Summer Powerin kontekstissa.

Tutkimuksen teoreettinen viitekehys rakentuu käyttäjäkokemuksen, käytettävyyden sekä digitaalisten HR-työkalujen organisaatiokontekstin ympärille. Käyttäjäkokemusta tarkastellaan laajempana ilmiönä kuin pelkkänä käytettävyytenä, jolloin huomio työssä kohdistuu sekä toiminnallisiin että kokemuksellisiin tekijöihin työkalun suhteen. Lisäksi tutkimuksessa hyödynnetään Nielsenin käytettävyysheuristiikkoja analyyttisena työkaluna.

Tutkimus toteutettiin laadullisena tutkimuksena. Aineisto kerättiin teemahaastatteluilla, joihin osallistui Summer Power -rekrytointia hoitaneita henkilöitä yrityksen eri osastoilta. Haastattelut toteutettiin Microsoft Teamsin välityksellä, litteroitiin, anonymisoitiin ja analysoitiin heuristiikkojen sekä laajemman prosessikontekstin näkökulmasta.

Tulosten perusteella Recright koettiin pääosin helposti opittavaksi ja peruskäytöltään selkeäksi työkaluksi rekrytoinnissa. Työkalun vahvuuksina korostuivat rekrytointiprosessin visuaalisesti esitetty rakenne, vaiheiden selkeys, suodatusmahdollisuudet sekä yleisesti matala kynnys alkaa käyttämään työkalua ensimmäisellä kerralla. Samalla esiin nousi kuitenkin useita käytettävyyteen liittyviä ongelmakohtia. Näitä olivat erityisesti järjestelmän tilan näkyvyyteen liittyvä epävarmuus, puutteellinen tuki suurten hakijamäärien läpikäynnissä, navigoinnin aiheuttama ylimääräinen työ sekä tuen ja ohjeistuksen hajanaisuus eri kanavissa. Tulokset osoittavat, että käyttäjäkokemus ei muodostu pelkästään järjestelmän käytöstä, vaan siihen vaikuttavat myös hakijamäärä, aikapaine, rinnakkaiset työtehtävät sekä organisaation tarjoama tuki ja viestintä koko projektin ajalta.

Tutkimuksen perusteella voidaan kuitenkin todeta, että Recright toimii Summer Powerissa lupaavana ja hyödyllisenä rekrytointityökaluna, mutta sen käyttäjäkokemusta voidaan edelleen parantaa erityisesti hakijoiden läpikäynnin tuen, viestinnän keskittämisen ja käyttäjien koulutuksen avulla. Samalla tutkimus osoittaa, että rekrytointiteknologian kehittämisessä on huomioitava sekä työkalun käytettävyys että sen ympärille rakentuva prosessi, jotka yhdessä muovaavat uuden teknologian käyttöönoton onnistumista.

KEYWORDS: User Experience (UX), recruitment tools, hiring manager, Human Resources (HR), Human Resource Management (HRM), heuristic evaluation

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1 Introduction

1.1 Purpose of the Study

In past years digitalization has reshaped how organizations coordinate everyday work, including recruitment processes, onboarding and development. With this shift, line managers have become more active users of different Human Resource (HR) tools. This means that they must interpret, adapt and enact HR practices within local contexts, while keeping in mind both efficiency and employee experience (Kehoe & Han, 2020, pp. 114–116). When new HR technologies are introduced to an organization, efficiency and user adoption depend increasingly on how managers actually experience the system, and not only on the technical specifications of the tool (Kehoe & Han, 2020, pp. 115–116). A tool can therefore be well specified and centrally coordinated yet still can produce uneven results if the user experience (UX) for hiring managers is confusing or poorly supported (Evans, 2017, p. 3145).

In this thesis, UX is considering all thought-related content in relation to a system before, during and after using it (Hassenzahl & Tractinsky, 2006, pp. 91–95). It focuses on how the interaction feels and what it can enable, instead of only focusing on whether a task can be completed with it (Hassenzahl & Tractinsky, 2006, p. 95). Usable systems are the ones where users can operate effectively and efficiently, learn quickly and find satisfaction in real use. Organizations often track outcomes such as error rates, time on task and reported satisfaction, and complement these with qualitative insights to uncover the reasons behind different observed behaviours (Zadeh, 2024, pp. 103–105). In this study, effectiveness refers to how well the product enables its intended users to accomplish intended tasks (Zadeh, 2024, p. 103). Learnability on the other hand captures how quickly users can master core actions with given instructions and satisfaction reflects on users' reported experience and feelings about the tool (Zadeh, 2024, p. 103).

Over the past three decades, research on human-computer interaction (HCI) has moved beyond usability to a broader view of experience that combines pragmatic, affective and contextual dimensions (Hassenzahl & Tractinsky, 2006, pp. 91–95). From this perspective, effectiveness and efficiency remain necessary but are not sufficient on their own. Systems today must also feel comprehensible and supportive in use. Experience is built in practice, not in isolation: it emerges over time through situated activity, social norms, roles and interactions (Bødker, 2006, pp. 1–4). These points are relevant also in recruitment context, where the same interface must work for managers with different digital skills, time pressures and levels of support.

Today, in practice, many organizations have adopted different digital HR tools and solutions to streamline administration and scale service delivery. Yet the redistribution of HR tasks from specialists to line managers has sometimes increased managerial workload more than intended and has exposed gaps in training and role clarity (Martin & Reddington, 2010, pp. 1561–1566). In recruitment specifically, digital tools usually promise reach and speed, but the adoption of tools depend on the organization's culture, managerial attitudes and perceived value in everyday tasks (El Ouirdi et al., 2016, p. 246). When basic interactions such as setting up a profile, reviewing applications, or scheduling interviews clash with users' expectations, it can be followed by friction and lead to decrease in users' motivation to use the tool again (Tomlin, 2018).

In the context of recruitment systems, this implies that if hiring managers face difficulties in performing basic, yet critical tasks, their overall experience of the system is negatively affected (Tomlin, 2018). For this reason, it is important for organizations to pay attention to UX when introducing new technologies. UX of a new tool can also be positive, for example when systems are easy to learn, error-tolerant and aligned with managers' mental models (i.e., expectations and learned practices) (Law et al. 2024, pp. 533–535). Tools with positive UX can reduce cognitive load and enable managers to focus on higher-value decisions (Law et al. 2014, pp. 533–535). This directly influences the motivation to

use the tool and also the value the users see in it, which can together improve the UX of the tool.

A recent example of HR system changes is from the Bank of Finland. SAP (2024) describes how HR system renewal can impact employee experience. Suomen Pankki replaced its nearly 20-year-old HR system with a cloud-based SAP SuccessFactors platform, with the main goals being to improve usability, enable mobile access and ensuring a more intuitive and visually appealing interface (SAP, 2024). The transition was motivated not only by technological needs, but also by the changing nature of work, as hybrid work has increased the importance of accessibility and flexibility within HR processes and tools. As a result, employees reported easier access to personal data, clearer understanding across the organization and the ability to manage working hours and absences regardless of location (SAP, 2024).

This case encourages other organizations to review their HR tools too. It shows that HR systems are no longer only administrative tools but are important in shaping the experience of the organisation's information systems as a whole. In addition, it underlines the importance of preparatory work when implementing a new system, such as mapping existing processes and identifying potential bottlenecks. It also highlights that user-centred qualities such as intuitiveness, clarity and mobile compatibility are increasingly critical for supporting employee engagement and organizational efficiency.

In this thesis, I examine the UX of a new recruitment tool, Recright, in Wärtsilä. Recright is a video-enabled recruitment tool that was taken into use in the company's large-scale Summer Power trainee program in 2026. In the Summer Power program over 600 trainees are hired annually to the company. This means that the program involves high volumes, firm timelines and distributed responsibilities. Thus, it is important to study the UX of the new tool, because it can have an impact on workload division, motivation for the recruiting person and it can also strengthen the employer brand of the company. The goal of this study is to find out how do hiring managers experience the Recright recruitment tool. The study investigates UX in recruitment from the hiring manager perspective, because that is where many HR processes are handled in Wärtsilä. It also

connects UX theories to e-HRM adoption (Law et al. 2014, p. 535). The work offers practical implications for designing, supporting and improving recruitment technology in Wärtsilä, so that it simplifies work rather than shifts administrative burden.

In this study, I used Jakob Nielsen's 10 usability heuristics as an analytic tool to evaluate hiring managers' experience with Recright during the Summer Power recruitment process (Nielsen, 1994/2024). The heuristics are a generally used method to evaluate the usability and UX (Krawiec & Dudycz, 2020, p. 3571). Nielsen's heuristics from 1994 are still relevant and in use today as they are, but new studies have also extended their use to test the usability of different interfaces (Krawiec & Dudycz, 2020, p. 3576). The heuristics will be discussed in more detail later in chapter 3.

These aspects combined, they make this thesis topic both theoretically and practically significant: if the UX of the recruiting tool for users is negative, the tool can be at the risk of under-usage or inconsistent implementation (Raja et al., 2024, pp. 8–12). On the other hand, if UX is positive, the tool can be seen as useful and pleasant by its users (Raja et al., 2024, pp. 8–12). In practise this means that if the users perceive the new tool as a useful addition to the work, the implementation and acceptance can be smoother (Raja et al., 2024, p. 10). According to Loranger (2016) it is more common for the UX to be stronger when it is negative. This is called the negativity bias, and it explains that people often pay more attention to experiences that are negative (Loranger, 2016). This thesis focuses on the real-life experience of Recright in Summer Power and the organizational conditions that enable or withhold positive UX. Because successful Human Resource Information Systems (HRIS) depends on managerial support and alignment of the system with the organization's profile, this study examines if Recright enables or limits hiring managers' work in practice (Gupta, 2025, p. 262).

The goal of this study is to find out how users experience the Recright recruitment tool during the Summer Power process at Wärtsilä. The research questions are:

1. What are the most common usability issues according to Nielsen's heuristics?
2. What are the strengths and weaknesses of Recright in the Summer Power context?

This thesis consists of five chapters. After this introduction, chapter 2 outlines the theoretical background by going over UX and its main dimensions, the challenges of measuring it, and the organizational context of digital recruitment technologies. Chapter 3 presents the research design and methods, and chapter 4 reports the findings. Chapter 5 concludes the study with conclusions, practical implementations and suggestions for future research.

1.2 Case organization: Wärtsilä

Wärtsilä is a global company focusing on sustainable technologies and lifecycle solutions for the marine and energy markets (Wärtsilä, 2025a). The company's strategy is strongly built on enabling decarbonization and supporting its customers in their transition towards more sustainable operations. Today Wärtsilä employs around 18,300 people in 77 countries, and its net sales in 2024 were EUR 6.4 billion (Wärtsilä, 2025b). The business is divided into three main areas: Wärtsilä Energy, Wärtsilä Marine and Portfolio Business, each contributing to providing innovative solutions for customers worldwide (Wärtsilä, 2025b).

The company was founded in 1834 (Wärtsilä 2025b). Over the years Wärtsilä has grown from a local sawmill into an international technology leader. Wärtsilä's development has been strongly connected to Finnish industrial history. Its operations emphasize environmental, economic and social responsibility, which are seen as essential in strengthening its global role (Wärtsilä, 2025b). In Finland Wärtsilä operates in Helsinki, Turku and Vaasa. In addition to being a global technology company, Wärtsilä emphasizes

responsibility also in its role as an employer, highlighting both sustainability and social responsibility in its operations (Wärtsilä, 2025a). Understanding line managers' UX of Recright in the Summer Power context is not only an internal process question, but it is also connected to how Wärtsilä fulfils its responsibilities as a major Finnish employer in the Marine and Energy sectors.

2 Theoretical Background

This chapter outlines the theoretical background of the study. It first defines what UX is and then introduces usability heuristics as a practical tool to examine the interaction quality. Sections 2.1 and 2.2 then discuss the main components of UX and the challenges of measuring it. After this, section 2.3 shifts to the organizational context of digital recruitment technologies, by covering the broader HR setting in which such tools are used. Finally, section 2.4 returns to the challenges and opportunities of UX measurement by connecting these theoretical perspectives more directly to the study context.

In recent decades, the way people interact with technology has undergone a noticeable transformation. As digital systems have become an essential part of everyday life, the focus of design and usability research has shifted from focusing on only the usability of a tool, to a broader and more subjective concept of UX (Hassenzahl & Tractinsky, 2006, pp. 91–93). The term user experience gained its place when researchers recognized that functionality and efficiency alone cannot explain why certain technologies feel engaging, meaningful, or at best enjoyable to use (Hassenzahl & Tractinsky, 2006, pp. 91–92). UX can be understood as a broader perspective to HCI, where the focus is not simply on whether a system works, but also on how it feels and what it means to the user (Hassenzahl & Tractinsky, 2006 pp. 93–94).

Hassenzahl and Tractinsky (2006) also describe UX as a natural evolution beyond the traditional usability paradigm. It can be seen as a countermovement that embraces human needs, extending it beyond pure efficiency goals (Hassenzahl & Tractinsky, 2006, p. 91). They explain that early HCI research often treated technology as a tool for accomplishing different kinds of tasks, while UX introduces a perspective that acknowledges also beauty, pleasure, emotion and personal meaning as essential parts of the interaction (Hassenzahl & Tractinsky, 2006, pp. 94–95). In this view, the quality of a UX is not limited to whether a system only works, but rather whether it connects with users on a more psychological and emotional level (Hassenzahl & Tractinsky, 2006, p. 93). Positive experiences can arise from stimulation, identification and self-expression, which

are needs that extend far beyond pure task completion (Hassenzahl & Tractinsky, 2006, p. 95).

Bødker (2006) further expands this understanding by emphasizing that UX can be seen as situated and socially constructed. Interaction with technology always takes place also within a social and cultural context, where meanings are created through participation and collaboration rather than through a single isolated system in use (Bødker, 2006, pp. 1–2). This perspective highlights that UX is not just a momentary reaction to a product, but part of a broader process shaped by ongoing activity and experience (Bødker, 2006, p. 3).

Building on these theoretical foundations, modern UX research also recognizes the importance of holistic measurement frameworks that can capture both pragmatic and hedonic aspects of technology use (Boothe et al., 2024, p. 76). A known summary of the dimensions of UX is Morville's UX honeycomb. It identifies seven aspects that a product or service should ideally fulfil for the UX to be good. The aspects are useful, usable, desirable, findable, accessible, credible and valuable (Siricharoen, 2024, p. 1235). In this thesis, the honeycomb is used to clarify UX's components, even though it is not used as a separate analytical framework. The honeycomb (Figure 1) can be seen as framing tool to identify the key elements of UX (Siricharoen, 2024, p. 1235).

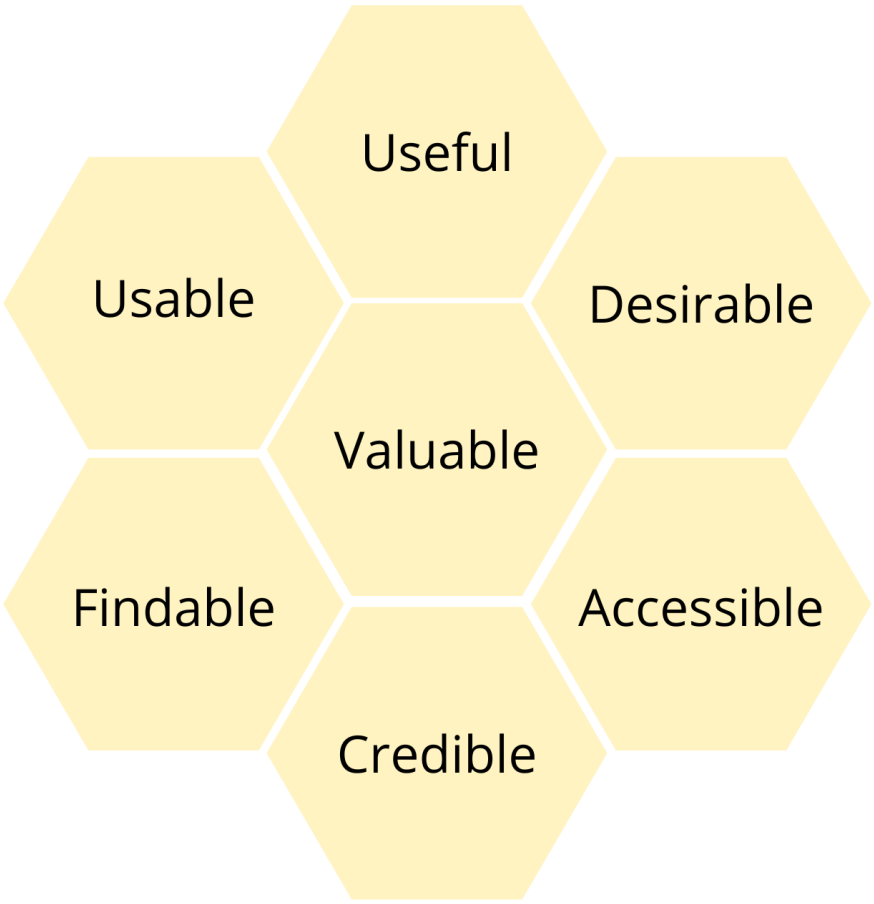

Figure 1. User Experience Honeycomb (Siricharoen, 2024, p. 1235).

In this thesis, usability can be thought as the foundation of UX, as it concerns whether a system both enables task completion and is accepted enough that people are willing to use it in practice. In action, usability increases when a system satisfies user needs, is easy to operate, can be accessed when and where needed and is learnable for both new and experienced users (Zadeh, 2024, pp. 103–105). Adoption to a tool depends on whether people actually want to use the system and even free tools go unused when they miss essential needs (Zadeh, 2024, pp. 104–105).

For this broader understanding, heuristics provide general principles that can guide design across contexts. Jakob Nielsen's widely accepted set of 10 usability heuristics

provides general principles for interaction design that reduce cognitive load, aligns with users' mindsets and creates a sense of control (Nielsen, 1994/2024). For example, usability research from Dowding and Merrill (2018, p. 512) and Krawiec and Dudycz (2020, p. 3572) describe Nielsen's heuristics as a widely used and commonly interpreted basis for heuristic evaluation in general interface usability research. The heuristics are created to aim for a more positive UX and as a tool to help decision making.

Dowding and Merrill (2018, p. 512) explain the popularity of Nielsen's heuristics in usability evaluation because their use is low cost and simple to approach and apply. Nielsen's heuristics are still widely used today and studies after the original Heuristics are still often using them as a basis for newer heuristic sets (Dowding & Merrill, 2018, p. 512). In this thesis, the heuristics are treated as higher level, theory-grounded "rules of thumb" that help describe recurring UX qualities shaping the ease of use, confidence and trust in recruitment tasks, while leaving room for situated, organizational factors (Bødker, 2006, pp. 1–4). A list of the heuristics and their main purpose is shown in Table 1. A more detailed description and the usage of the heuristics in this study will be introduced in chapter 3.

Table 1. Nielsen's ten usability heuristics and their main purposes (adapted from Nielsen, 1994/2024).

Heuristic	Description
1 Visibility of system status	The design should keep users informed about what is going on, through appropriate and timely feedback.
2 Match between the system and the real word	The design should speak the users' language. It should use words and phrases that are familiar to the users.
3 User control and freedom	Users often perform actions by mistake. They need a clearly marked "emergency exit" to leave the unwanted action performed.
4 Consistency and standards	Users should not have to wonder whether different words, situations or actions mean the same thing or not.
5 Error prevention	Good error messages are important, but the best design carefully prevents problems from occurring in the first place.
6 Recognition rather than recall	Minimize the user's memory load by making actions more visible. Avoid making users remember information own their own.
7 Flexibility and efficiency of use	Shortcuts that are hidden from novice users may speed up the interaction for more experienced users.
8 Aesthetic and minimalist design	Interfaces should not contain information that is irrelevant to the use.
9 Recognize, diagnose and recover from errors	Error messages should be easy to understand. They should be easily understandable, so the user knows what is causing the error.
10 Help and documentation	The design of a tool should not need additional explanation. However, it may be necessary to provide documentation and help for the users to work with it.

2.1 Components of UX

UX contains a wide range of factors that contribute to the overall quality of a user's interaction with a system. Traditional aspects, such as usability and efficiency still remain central, as they address how effectively users can achieve their goals and complete their tasks (Hassenzahl & Tractinsky, 2006, pp. 91–93; Bødker, 2006, p. 3). However, UX also extends beyond these functional dimensions to include error handling and the learning aspect that is associated with adopting and mastering a system (Bødker, 2006, pp. 5–6). This includes, for example, how intuitively users can navigate a system, recover from mistakes and gradually build expertise with a system.

In addition to the actual use of the tool, visual aesthetics and clarity are equally important components of UX. The appearance of a system, including layout, colour schemes, typography and overall design consistency can each effect both to first impressions and long-term engagement (Hassenzahl & Tractinsky, 2006, pp. 93–95). HCI research has explained that visually appealing interfaces can also be experienced as more usable (Hornbæk et al., 2025, p. 130). Interface beauty has also been found to increase trust and willingness to return to the system, while also strengthening motivation and emotional connection (Gobal, 2026, p. 83). This reflects that aesthetics function as a meaningful aspect of UX and not just a decorative part of the system (Gobal, 2026, p. 83). It is also important to remember not to limit visual part of UX to aesthetics alone. According to Silvennoinen et al., (2026, pp. 2–3) visual usability can be seen as a part of cognitive dimension of visual experience. By this they mean how easily can users understand visual information of an interface (Silvennoinen et al., 2026, pp. 2–3). In this sense, elements such as colour and visual clarity influence on the perceptions of attractiveness, simplicity and trustworthiness (Hassenzahl & Tractinsky, 2006, p. 93). Research also indicates that visually coherent tools support better understanding and also encourage positive emotional responses, whereas excessive complexity of a tool can overwhelm users and affect their understanding (Kuric et al., 2023, p. 3212).

Positive experiences foster a natural motivation to engage with a system and increase the likelihood of repeated use, while negative experiences can lead to disengagement or abandonment of the tool (Boothe et al., 2024, p. 98). Trust in the system, including perceived credibility and reliability, is critical for acceptance when using a tool (Kuric et al., 2023, p. 3210). These factors make user satisfaction, motivation and trust important additional dimensions of UX. Collectively, these factors highlight UX as a multidimensional construct, integrating functional efficiency, emotional response, visual appeal, cognitive demands and social context into a unified experience (Boothe et al., 2024, p. 78). Understanding and evaluating these dimensions holistically is essential for designing technologies that not only work but also resonate meaningfully with users.

Recent UX literature also highlights that UX has consequences beyond the immediate interaction with a system. Lee et al. (2018, pp. 10–12) explain that the overall UX consists of more than usability, as it also involves the user's perception of value. From this perspective, successful UX does not only mean that a tool is easy to use from a technical perspective, but it also feels worthwhile to use and it supports users' trust and confidence when using it (Lee et al., 2018, p. 11). This is important because systems are more likely to be successfully implemented and used if the users experience the tool as beneficial rather than adding burden (Gupta, 2025, pp. 259–260). In recruitment context, this can be seen especially important because when a recruiting tool is experienced as trustworthy, it is more likely to be used consistently and implemented more smoothly (Marting & Reddington, 2010, p. 1561). And it is also why it is relevant to focus on the UX of a new recruiting tool in Wärtsilä, so that the users can be encouraged to use the tool now and in the future.

2.2 Measuring UX

Measuring UX has remained one of the central challenges in HCI research (Law et al., 2014, pp. 528–532) talk about how UX measurability varies: instrumental qualities such as ease of use, controllability and efficiency are easy to measure, but non-instrumental

qualities such as aesthetics and motivation are also studied but harder to assess consistently. Long-term effects of interaction, like changes in attitudes and evolving emotions, are considerably more difficult to measure (Law et al., 2014, pp. 536–538). Certain experiential qualities, such as “fun,” can be perceived as both measurable and non-measurable depending on definition and context, underlining UX’s subjective nature (Law et al., 2014, pp. 533–536). More recent UX research has developed more practical tools for measuring UX. For example, Minge et al. (2016, pp. 115–116) present meCUE as a questionnaire model for measuring multiple dimensions of UX. Another example is Hinderks et al. (2023, pp. 319–320) who discuss that specific dimensions of UX, such as trust, can also be measured and validated separately. These studies suggest that even though UX can be difficult to measure as fully holistic phenomenon, it is possible to identify individual dimensions of it in a more systematic way.

Methodologically, breaking UX into smaller parts can however compromise generalizability (Law et al., 2014, p. 537). Experiences can also change over time and be influenced by memory or context, which makes timing critical, especially for long-running processes such as recruitment (Law et al., 2014, p. 537). This is why it would be important to collect UX data as soon as possible during or after using a new tool. Beyond individual skills, competence in UX and human factors is a collective organizational asset that emerges from the interaction between people, processes and tools (Furniss et al., 2017, pp. 739–742). In the Summer Power context, this draws attention to how training, feedback and leadership support are organized alongside the tool itself (Furniss et al., 2017, pp. 757–759).

While numerical metrics can be persuasive for managers, qualitative feedback is typically more useful for generating design improvements; combining quantitative and qualitative methods offers the best overall understanding (Law et al., 2014, p. 540). Recent studies however also suggest that design choices in video interviews do not automatically translate into better reactions or outcomes (Niemitz et al., 2024, pp. 424–425). Some interface or process elements may have limited or even neutral effects, which highlights

the importance of evaluating new tools in the specific organizational context rather than assuming universal UX results (Niemitz et al., 2024, pp. 425–426).

Applied to Wärtsilä's Recright system, usability and efficiency can be assessed with standardized instruments, but long-term experiential qualities such as influence on recruitment culture or employer branding are harder to capture. This supports a design in which heuristic guided qualitative analysis complements targeted metrics to explain not only what happens, but why something happens (Law et al., 2014, pp. 536–540).

2.3 Organizational Context of Digital Recruitment Technologies

While sections 2.1 and 2.2 focused on the internal dimensions of UX and the challenges of measuring it, this chapter will focus on the organizational context of using HR technologies. In this study, HR technologies refer to the set of e-HRM systems that move HR tasks closer to line managers. Typical examples include employee and manager self-service portals, applicant-tracking and video-interview tools such as Recright, performance review platforms, learning platforms, analytics dashboards and time and attendance tools. While these tools promise efficiency, they also reconfigure who does the work in an organization, often shifting tasks from HR specialists to line managers (Martin & Reddington, 2010, pp. 1554, 1561).

In modern organizations, managers are responsible for at least some of the operational HR tasks, such as recruitment, skills development and performance reviews (Gilbert et al., 2011, p. 550). This means that digital HR not only changes tools and processes but also redistributes responsibility inside an organization. At the same time, individual factors such as digital competence, motivation and leadership style can help explain differences in how managers adopt and use these tools (Kehoe & Han, 2020, pp. 111–118). According to Trullen et al. (2024, pp. 1548–1550), the redistribution of HR responsibilities is rarely consistent across organizations and is highly dependent on different contextual HR factors.

In recruitment, this broader shift is especially visible. After the earlier transfer of HR tasks from specialists to line managers, a new wave has broadened the recruitment toolkit with social media, enabling sourcing and different analytics, which have promised speed and brand visibility in a completely new way (El Ouirdi et al., 2016, pp. 241–243). Organizations have also experimented with automation in screening and candidate selection, but uneven adoption, unclear roles and concerns about fairness have reduced enthusiasm in many settings (El Ouirdi et al., 2016, pp. 244–247). As a result, recruitment processes are increasingly shaped by the adoption of new technologies within organizations. This is also visible with asynchronous video interviews, which have become more popular in recent years and are increasingly used for screening and standardizing early-stage assessment in recruitments (Niemitz et al., 2024, pp. 421, 424–425).

For recruiting managers, these tools may offer location independence, flexibility and potential cost savings in the recruitment process (Niemitz et al., 2024, pp. 421, 425–426). However, acceptance depends not only on whether the technology is efficient to use, but also on whether it is perceived as credible and appropriate in the hiring context itself (Niemitz et al., 2024, pp. 425–426). This makes system credibility an important part of the overall experience. Recruiters often view these tools as a way to enhance efficiency, reach wider talent pools and strengthen employer branding, but organizational culture and managerial attitudes continue to shape actual adoption (El Ouirdi et al., 2016, p. 246).

These shifts of tasks are particularly relevant in the Nordic countries' organizations, because Brewster et al. (2015, p. 577) explain that organizations in the Nordic economies are more likely to assign HRM responsibilities to line managers than organizations in more liberal market economies. In Wärtsilä's case, this suggests that involving line managers directly in recruitment is not unusual but aligns with other Nordic economies. However, it is important to remember that such delegation does not automatically

function effectively. The redistribution of HR responsibilities is not always identical across organizations, and its effectiveness depends on contextual influences such as organizational size, the role of HR and local implementation conditions (Trullen et al., 2024, pp. 1548–1550, 1559–1560).

It is also important to recognize that while line managers may become increasingly responsible for doing HR-related tasks, their actual authority, decision-making power and access to information can remain limited. In such cases, the outcome is more partial than full devolution, which means that responsibility increases without a correspond as increasing in influence or autonomy (Cascón-Pereira & Valverde, 2014, pp. 155–158). This is especially relevant when thinking of new recruitment technologies, because the responsibility for using the tool may move to line managers even when guidance, training and decision-making stays with HR.

Taking these into consideration, the success of digital HR systems depends strongly on more than the technical qualities of the system itself, but how the tool is implemented in an organization. Raja et al. (2024, pp. 10–12) emphasize this as the success of HRIS depends on user satisfaction, managerial commitment and organizational culture. HR can enhance performance when users have clear roles, trust in technology and sufficient training, but without these the HR systems may create resistance or inefficiency instead of improving work (Qadir & Agrawal, 2017, p. 35). Similarly, Azmi and Mushtaq (2015, pp. 620–622) show that line manager involvement in operational HR activities, decision-making and budgeting can contribute positively to HRM effectiveness and wider organizational performance, when responsibilities are shared in a structured way between HR professionals and the line managers. This highlights that effective HRM requires collaboration between HR and line managers rather than a simple one-sided transfer of tasks.

From a wider perspective, Martin and Reddington (2010, pp. 1567–1570) propose model of e-HR implementation, that emphasizes digital transformation seen more as an

ongoing process rather than a linear change. This approach that is covering promoting, involving and evaluating, highlights the need for continuous learning and adaptation among all user groups. In the context of this study, this perspective is especially important. Digital recruitment tools are designed to improve efficiency, yet they can also redefine responsibilities and expectations within HR and managerial work.

It is also important to take into consideration that new HR tools are often in the ownership of HR, but in some cases the biggest user group is within the business. This technological redistribution of responsibility aligns with Evans' (2016, p. 2132, 3145) and Ahokas' (2021, pp. 60–61) findings about managers frequently experiencing role overload, which highlights their ability to implement HR processes consistently. When evaluating digital HR tools such as the video recruitment platform Recright from a usability and user acceptance perspective, the same shift in responsibility becomes critical. If using the system makes managers feel overloaded or uncertain, they are less likely to use the tool in the future.

In the context of Wärtsilä's Summer Power program, these findings support a focused look at recruitment technology from the hiring manager perspective. In Summer Power, subject matter experts and hiring managers are intentionally involved in the recruitment process from the beginning of screening to identify suitable candidates for each team. This means that the UX of a tool such as Recright is not only a technical matter, but an organizational one. On one hand, involving hiring managers may strengthen ownership of recruitment and improve the fit between candidate selection and team-specific needs. But on the other hand, if the adoption of a new recruitment tool is not carried out through all recruiters, there is a risk that the tool will not have the wished outcomes. This and education level, managerial role, digital competence and support structures may all influence how comfortable and motivated managers are in using the new tool (El Ouirdi et al., 2016, pp. 246–247; Kehoe & Han, 2020, p. 115).

For this reason, examining line managers' and other recruiting team members' UX with Recright is highly relevant in the Summer Power context. If the tool supports managers' workflows, clarifies expectations and reduces workload and time used in recruitment, it may strengthen both efficiency and ownership in recruitment. In the best-case scenario, digital recruitment tools can simplify work and improve decision-making capacity. However, if the use of the system increases uncertainty, administrative burden, or role overload, managers are less likely to experience it as usable or valuable (Martin & Reddington, 2010, p. 1561; Raja et al., 2024, pp. 10–12).

This is especially important to take into consideration because the introduction of HR technology has already shifted a significant share of HR responsibilities from specialists to line managers, transforming both the nature and distribution of work. In these settings, the UX of a recruitment tool becomes closely connected to workload, role clarity, perceived support and the conditions under which HR devolution can function effectively in practice. This makes the present study particularly relevant, as it seeks to explore how hiring managers experience the Recright recruitment tool and the associated recruitment process in a real organizational setting.

2.4 Challenges and Opportunities in UX Measurement

This final section brings together the earlier discussions on UX, its measurement and the organizational context of digital recruitment technologies. While section 2.2 focused on the general UX measurement, this section will focus on why challenges and opportunities of measuring UX is especially relevant in a real organizational setting such as recruitment.

While UX measurement provides valuable insights, it also comes with several risks (Law et al., 2014, p. 534). One major issue is oversimplification. Because UX is holistic and breaking it down into measurable constructs can sometimes strip away its complexity (law et al., 2014, p. 534). In the context of Recright, this means that narrowing focus on

isolated quantitative measures can overlook deeper aspects such as trust, motivation, or long-term emotions. Similarly, Evans (2016, pp. 3132–3133) emphasizes that organizational pressures and multiple role expectations often lead line managers into prioritizing quantifiable outcomes over more qualitative or human-centred aspects of the work. This highlights how measurement practices can sometimes shift attention away from what is truly valued or experienced in an organization.

UX evaluation is also sensitive to timing and context. Memories of an experience can fade or be reconstructed, making it difficult to capture true emotions. Collecting feedback long after using a tool may produce biased or overly positive evaluations rather than reflecting immediate challenges (Law et al., 2014, p. 534). It is also important to recognize that some experiential qualities may be more difficult to measure. Such qualities can be for example subconscious impressions, aesthetic appeals, or a sense of fairness in recruitment (Law et al., 2014, p. 534). These can be difficult to capture with standard tools, so data collection should focus on aspects that can be recognized and measured. In recruitment settings, this challenge is particularly relevant because experience of a tool develops during the process that is often time-sensitive and distributed across several stages.

At the same time, the organizational setting shapes how UX is formed and how it should be interpreted. As discussed in section 2.3, digital HRM is not only a matter of technology, but it also involves expectations, roles and responsibilities that are redistributed across the organization. Earlier studies emphasize that digital HRM is not simply be a technological automation of HR processes (Fiaz & Qureshi, 2024, pp. 1–3). Instead, it also includes human emotions that change roles and responsibilities, and ultimate performance expectations (Fiaz & Qureshi, 2024, pp. 1–3). They emphasize that confusion between terms such as HRIS, e-HRM and digital HRM has often led to unrealistic assumptions about the ease of use and acceptability, which can lead to resistance or workload overload if the change is not communicated clearly enough (Fiaz & Qureshi, 2024, pp. 2–3, 12–13). Gupta and Mittal (2025, p. 256) explain also that the success of HRIS implementation depends strongly on how HR professionals perceive the

tools strategic relevance, rather than viewing it as a purely administrative tool. Gupta and Mittal (2025, pp. 249–250) continue that HRIS implementation is more likely to succeed in situations where users perceive the system as strategically relevant rather than merely administrative.

Research emphasizes that UX emerges from complex interactions between human cognitive abilities, visual stimuli and contextual factors (Hassenzahl & Tractinsky, 2006, pp. 93–95). Kuric et al. (2023, p. 3209) demonstrate that first impressions of websites form quickly, but the commonly used five-second test does not always reflect actual cognitive processing. Working memory, perceptual speed and visual complexity influence what users perceive and recall. This is why follow-up questions are important: attitude related questions measure emotions, memory dump questions evaluate recall and target identification questions evaluate recognition of key elements (Kuric et al., 2023, p. 3222). Evans (2016, p. 2132) similarly highlights that context and workload pressures can shape how individuals interpret and act on expectations. This is relevant to take into consideration in this study's case, because hiring managers are working under time pressure and parallel tasks.

Taken together, research on first impressions, cognitive processing and the contextual nature of interaction suggest that UX is dynamic and context dependent. First impressions significantly influence judgments of credibility, attractiveness and usability. Therefore, holistic measurement and adapting testing to users' abilities and context can provide a more accurate understanding of UX (Boothe et al., 2024, p. 75).

Combining multiple approaches, being transparent about limitations and carefully considering timing and context is critical in UX research. The goal of UX analysis, according to Tomlin (2018), is to identify what works well, what confuses users and whether expectations are met. By identifying recurring errors and pain points, organizations can improve systems. In recruitment tools, analysing hiring managers' experiences reveals both strengths and weaknesses, guiding optimization and supporting decision-making in HR.

3 Research and Methods

A key contribution of UX research is the ability to explain not only *what* is happening during HCI but also *why*. Tomlin (2018) discusses the importance of combining quantitative behavioural data, such as click patterns or task analysis, with qualitative insights such as observation and interviews. While the quantitative perspective identifies the occurrence of problems, qualitative methods can reveal the underlying reasons, which is one of the key factors in studying UX. Qualitative research is particularly useful when the aim is to understand experiences, meanings and context sensitive interpretations (Eskola & Suoranta, 2014, p. 18). Because this thesis focuses on how hiring managers and recruiters experience a newly implemented recruitment tool, a qualitative approach suits best to examine how the tool is interpreted by its users. For this study, interviews with hiring managers or team members involved in recruitment offers valuable qualitative depth that cannot be captured solely through the use of metrics from the recruitment system.

The purpose of interviews as a method is to produce information that helps answer the research problem (Hyvärinen et al., 2021). In qualitative interviews, the purpose is to produce data through participants' emotions, interpretations and reflections (Hyvärinen et al., 2021). Qualitative feedback from interviews is essential to explain the *why* behind observed behaviour and to locate root causes that numbers alone cannot explain (Zadeh, 2024, p. 105). In addition to this, qualitative analysis also aims to bring clarity to the data that is studied and to produce new knowledge about the subject (Eskola & Suoranta, 2014, p. 138). This is why in in this study qualitive methods is used, hoping it will result into deeper understanding of the UX in Wärtsilä.

3.1 Summer Power Program

Summer Power is a trainee program in Finland, in which approximately 600 trainees are hired annually. The Summer Power program's goal is to hire trainees to work at Wärtsilä

for the summer period, while supporting young professionals by giving them opportunities to gain work experience. In addition, it also gives Wärtsilä the chance to find new talents to add to the community and it also strengthens the company's employer brand. It is also a way for Wärtsilä to fulfil their social responsibility as a company providing trainee positions for the summer. IN 2026 Wärtsilä hired over 600 summer trainees in Vaasa, Turku and Helsinki. The Summer Power core team consist of employees in Wärtsilä's local HR, People Support Hub and Talent Acquisition team.

The program timeline for 2026 can be found from the process diagram in Image 1. The process began with needs collection from the line managers. Once these needs were approved, line managers were able to begin interviewing candidates for the open positions. All hiring decisions were made by 29.3.2026, which was followed by the onboarding of the trainees. In this thesis I focused on the interview part of the process, because that is where the recruiters are using the new tool Recright actively. Therefore, it is the most relevant part of the recruitment process for examining the UX of the tool.

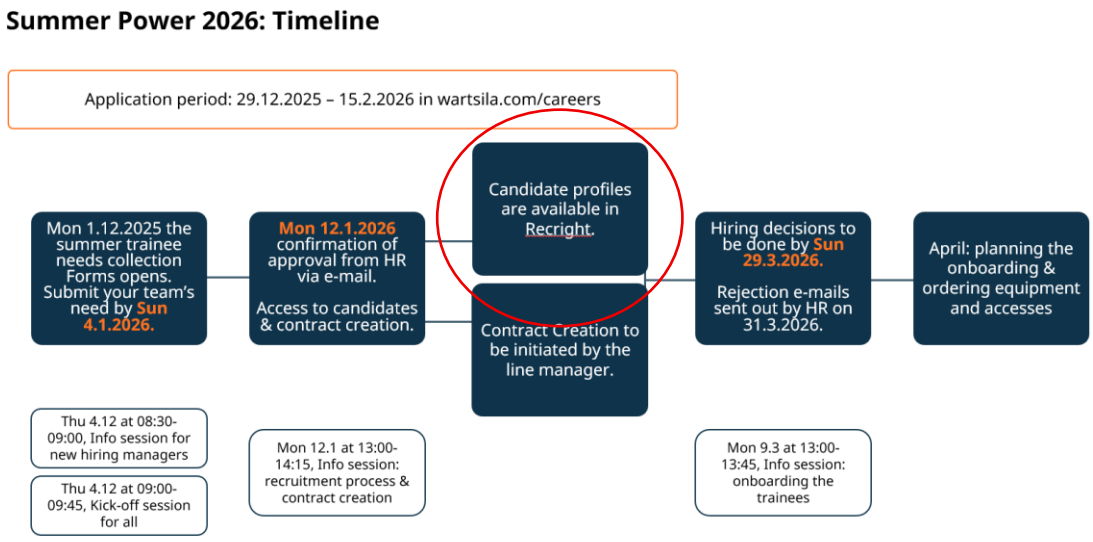

Image 1. Summer Power 2026 Timeline.

3.2 Recright

Recright is a digital recruitment interview tool that was founded in 2010 (Recright, 2025). It is designed to support video-based recruitment processes between candidates and hiring organizations, making interviews faster (Recright, 2025). The tool is nowadays used in 180 countries worldwide and it has over 14 000 users (Recright, 2025).

Wärtsilä started using Recright in the Summer Power program in January 2026. The tool was used by hiring managers and other team members involved in the Summer Power recruitment process. The intention of taking a new tool into use was to ease the recruitment process for the Summer Power recruitment. However, it is important to remember that while new tools can reduce the administrative workload of HR professionals, the administrative workload for managers can increase (Martin & Reddington, 2010, pp. 1561–1566). This is important to take into consideration when planning new tools taken into use, because even if it eases one part of the organization, it can create more frustration on another. To review how the tool works for this specific setting, this thesis will investigate the UX of the system. The following pictures are taken from the tool, showing its basic usage.

On the home page the recruiter can see all open recruitments. In the immediate view they can see how many interview invites they have sent for each and how many applicants there are (Image 2). The pictures below are taken from the tutorial system of Recright and they do not contain any data from real applicants.

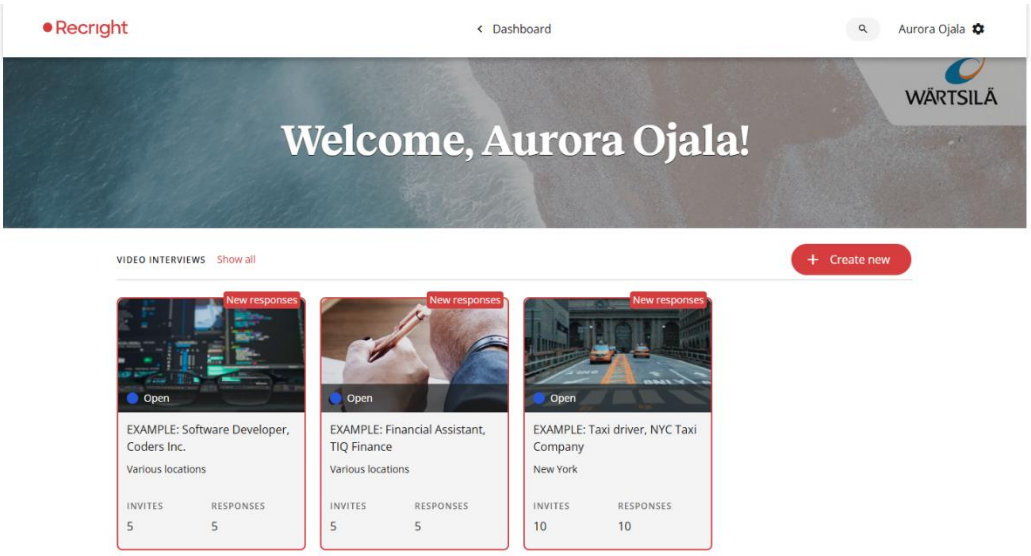

Image 2. Recright home page (example).

Images 3 and 4 show the layout when creating a new interview. In this case the Summer Power team had set up the interview in the tool. This included setting up the title, location, interview language and answering deadline. At this point the interview specifics are also defined more by adding filters that specify what kind of information the recruiters want to know about the candidates. For Summer Power 2026 there were two interviews: one for White Collar Trainees and one for Blue Collar Trainees.

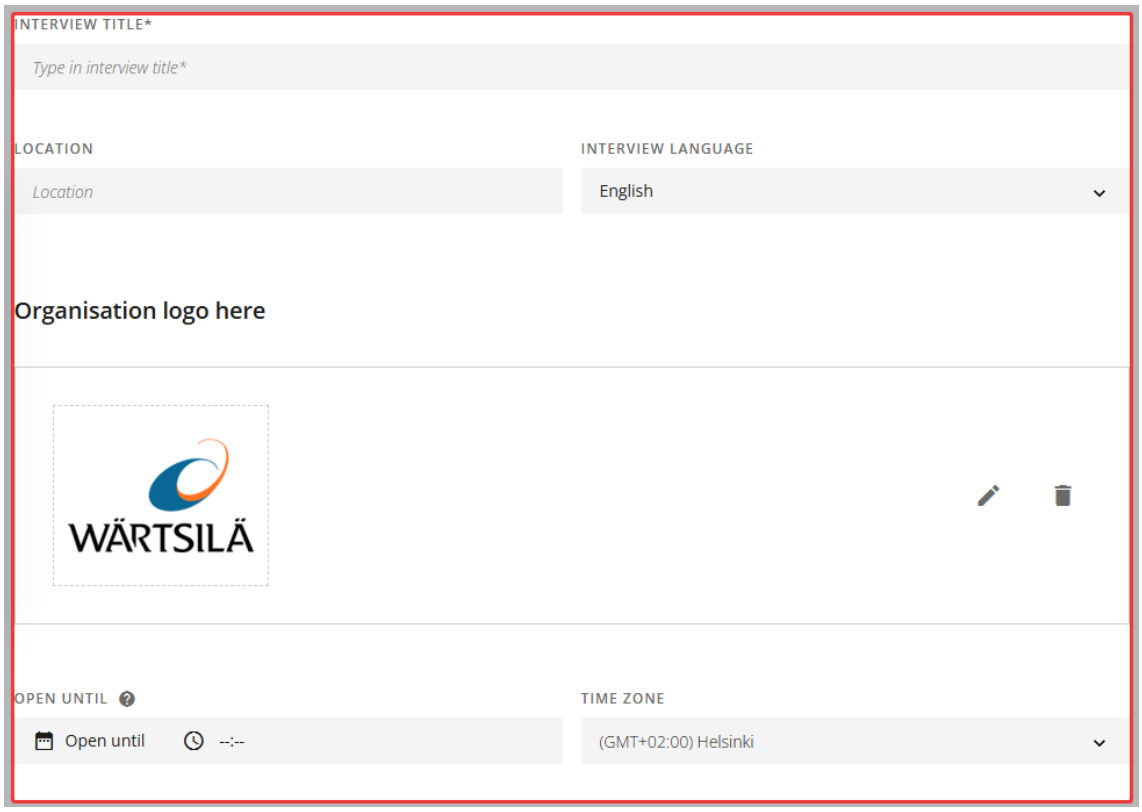

Image 3. Drafting interview invite.

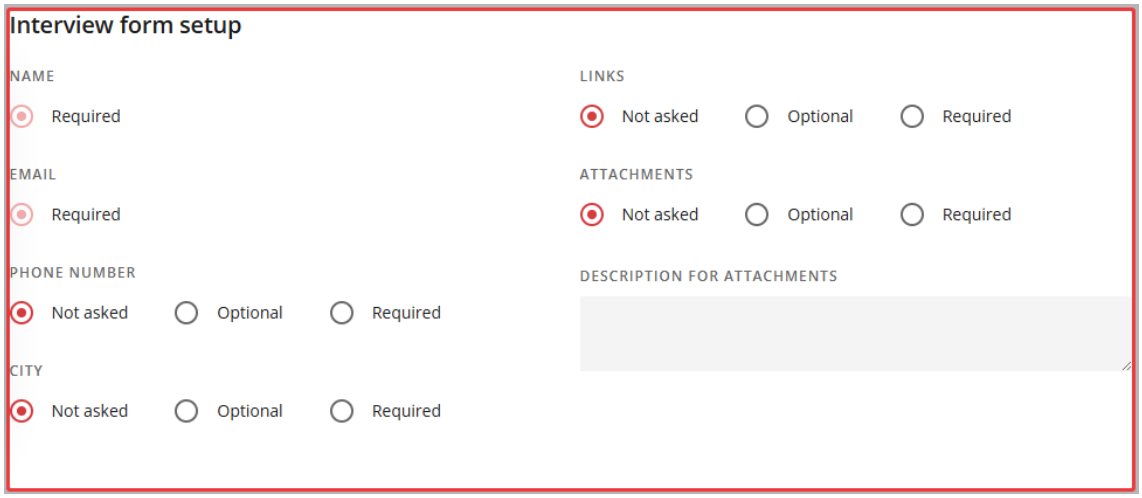

Image 4. Interview set up.

The recruiters use of Recright started with reviewing the video interviews. The applicants were visible in a process timeline that showed the stage they were at during a given

moment (Image 5). All new applications were shown in the ”New” section of the timeline at first. After the hiring manager had gone through applications and decided to continue with some, they were able to move them to ”Proceed” and ”Personal interview” status. The trainees who were hired were moved to ”Hired” and if any interviewed trainees were not hired, they were moved back to ”New”, so they could still be available for other recruiters to interview.

Image 5 Process timeline.

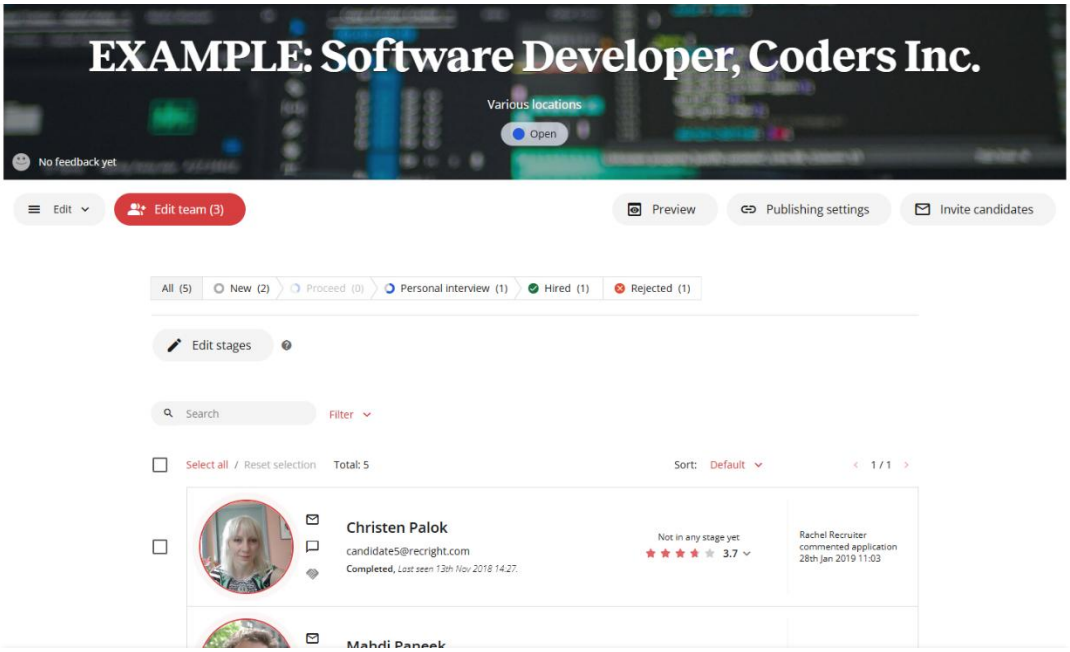

Image 6. Interview view.

3.3 Research Design and Analytical Framework

In this thesis, I used Jakob Nielsen's 10 usability heuristics as an analytical tool to evaluate the UX of the new recruitment tool from the perspective of hiring managers' and team members who are participating in the recruitment (Nielsen, 1994/2024). Heuristics are broad principles that guide UX, and they can be thought of as practical guidelines for UX evaluation. They allow systematic and comparable diagnosis of where an interface supports or makes the use more difficult for the user (Nielsen, 1994/2024; Hassenzahl & Tractinsky, 2006, pp. 91–92). They also focus on the *why*, while also remaining easy to approach and light-weight enough to apply in field contexts (Nielsen, 1994/2024; Bødker, 2006, pp. 1–3).

The heuristics were used in this thesis as a tool to identify Recright's strengths and weaknesses, in addition to evaluate the general UX of the tool. In practice, the interview transcripts were read systematically and compared to each heuristic. The analysis also included observations related to the context when using the tool, such as workload, communication and process flows. The broader observation helped to analyse and explain why a usability issue could become more or less significant to an individual in practise. This approach helped to examine in more detail that how participants understood and experienced any challenges when using the tool in the Summer Power context. In this way, the heuristics structured the analysis, but at the same time wider process context supported the interpretations of the findings.

Next, I will go through the 10 heuristics and how they are relevant specifically in this study:

1) **Visibility of system status.**

   Users should always be informed about the systems' status, so they can navigate the tool knowing what is happening (Nielsen, 1994/2024). This heuristic encourages continuous communication between a system and the user throughout the usage process (Nielsen, 1994/2024). In Recright's

context, it can be considered if the system keeps users informed during long tasks, such as bulk review or video processing (Nielsen, 1994/2024).

2) **Match between the system and the real world.**

The system should use approachable and understandable language, known to the users (Nielsen, 1994/2024). The language should be targeted at its users, making information as clear as possible. In Recright, this can be noticed for example if the tool's language differs from managers' everyday language, making it difficult to approach and use the system (Nielsen, 1994/2024; Bødker, 2006, pp. 1–3).

3) **User control and freedom.**

The system should have a clear "undo" button visible, so that in case of a mistake the user can go back in the tool easily (Nielsen, 1994/2024). Especially when learning a new tool, it is common that users push the wrong buttons or navigate somewhere they were not meant to go. This heuristic highlights the importance of an "emergency exit" button, which improves the sense of freedom in the user (Nielsen, 1994/2024). In Recrights' case, this can be investigated on how well the users recover from their mistakes when using the tool and also how well they know how to undo their previous actions.

4) **Consistency and standards.**

A system should use logical and consistent language and actions (Nielsen, 1994/2024). This helps to improve the system's learnability by doing things the same way throughout the system and preferably in other places in the organization. Consistency across Recright will be investigated through the line managers from the use of the tool and also possibly hear if the patterns from the tool are used elsewhere in the organization (Nielsen, 1994/2024).

5) **Error prevention.**

The goal for a system to prevent errors in the first place, by making the usage as easy as possible (Nielsen, 1994/2024). The intention of this heuristic is for the system not to crash or blame the user when mistakes happen (Nielsen, 1994/2024). Different slips when using a tool are most often made when the tool is quite familiar, so there is more room for distractions (Nielsen, 1994/2024). In Recright, it can be evaluated if there are any confirmations or smart defaults that reduce slips under time pressure and seek for a design that prevents mistakes happening from mismatched mental models (Nielsen, 1994/2024; Hassenzahl & Tractinsky, 2006, pp. 93–95).

6) **Recognition rather than recall.**

A tool should make the user remember as little as possible and rather have information visible or retrievable whenever needed (Nielsen, 1994/2024). In Recright this can be noticed if there is more cognitive load when doing high-volume tasks during busy periods or if the user feels like they cannot learn the tool (Nielsen, 1994/2024). Examples of what the recruiters may have to remember when using the tool are IDs, names or the status of a candidate on recruitment platform.

7) **Flexibility and efficiency of use.**

There should be flexibility in the use of a tool, so that both new users and more experienced users can make the most of the tool (Nielsen, 1994/2024). What this means is that there should be instructions and support for a first-time user, but also shortcuts that help the experienced users, so they do not have to waste time on familiar information (Nielsen, 1994/2024).

8) **Aesthetic and minimalist design.**

When using a tool, there should only be relevant information laid out in a way that the user understands it (Nielsen, 1994/2024). There should not be

distracting elements or irrelevant information, because it can confuse the user (Nielsen, 1994/2024). This can be investigated from Recright, by figuring out if the UX is aligned with the primary use, instead of the tool feeling confusing.

9) **Help users recognize, diagnose and recover from errors.**

   Error messages should inform the user about what has gone wrong, so the user can recover from it and adjust the use next time (Nielsen, 1994/2024). Error messages should avoid technical error codes but rather focus on clear visuals and informative error texts (Nielsen, 1994/2024). In this study this can be used by recruiters by figuring out whether recovery paths are short and understandable and if any error messages made them more confused than they were before.

10) **Help and documentation.**

    A system should be easy to use without additional information or explanation (Nielsen, 1994/2024). However, any help and documentation should be easily accessible and findable if the user needs more guidance (Nielsen, 1994/2024). In Recright context, it is important to find out if the tool is easy to use especially for the critical tasks, and how well do the users find guidance when needed.

Heuristics in this thesis were used to strengthen understanding and evaluations of usability within the system, while the semi-structured interviews were utilised to gain deeper insights into the broader context of UX. The heuristics keep the analysis anchored in principles, while remaining situated to the experience of the new tool (Hassenzahl & Tractinsky, 2006, pp. 91–95; Bødker, 2006, pp. 1–3). This was especially useful when line managers operated under volume and time pressure (Martin & Reddington, 2010, p. 1555). Effectiveness and efficiency still remain necessary, but experience also depends on clarity, error tolerance and meaningful fit with recruiters working under high volume

and time pressure (Hassenzahl & Tractinsky, 2006, pp. 93–95; Kehoe & Han, 2020, pp. 112–118).

3.4 Data Collection Methods

The purpose of the interviews was to understand how hiring managers and recruiting team members experienced the Recright recruitment tool during the Summer Power process and to identify strengths, weaknesses and recurring usability issues, using Nielsen's 10 usability heuristics. The interviews were done as semi-structured thematic interviews. This method was selected, because the study examines experiences, meanings and usability-related interpretations that are all context dependent and not fully visible in system log data or other purely quantitative indicators (Eskola & Suoranta, 2014, p. 18). It also left room for participants to describe their experiences in their own words and raise issues that may not be visible in system data alone.

This study focused on the UX of those involved in the recruitment during Wärtsilä's Summer Power program. The interviewees were selected purposively across different business areas and departments, so that the data collected would include variation in role, experience and perspective of the program. They were chosen to include first-time and also experienced line managers to reflect variation in business, age and gender. This was done because managers can differ in previous experience with HR systems, motivation for technology use, beliefs about digital tools, and their perceived organizational support for the Summer Power program. The participants were either hiring managers or their team members who handled the recruitment for the Summer Trainees in their team. The intention was to get data from some participants that are new to the end-to-end process, while others know it already better, but will be on the same line using Recright for the first time in the Summer Power 2026. Below you can find a table of background info of the participants.

Table 2. Interview background information.

Participant	Experience of Summer Power (years)	Trainee amount	Experience of HR Systems	Role in Summer Power 2026
I1	3	1	Excellent	Hiring manager
I2	1	7	Good	Team member handling recruitment
I3	10	5-7	Good	Hiring manager
I4	3	2	Good/ Excellent	Hiring manager
I5	8	3-5	Good	Hiring manager
I6	2	11	Excellent	Hiring manager
I7	3	12	Excellent	Hiring manager
I8	1	1	Excellent	Team member handling recruitment
I9	2	4	Beginner/ intermediate	Hiring manager
I10	4	2	Intermediate	Hiring manager

Data was collected between 18 January 2026 and 19 February 2026. Hiring managers received access to Recright on 15 January 2026 and the interviews were scheduled for the following six weeks to capture their experiences as recently as possible during active recruitment work. Data was gathered through semi-structured interviews held online in Microsoft Teams. There were 10 separate interviews, and the interview language was either Finnish or English, depending on the preference from the interviewed person. The interviews were saved using Teams' recording and saved to my laptop. The transcriptions were then all translated into English, anonymized and coded for thesis usage.

Participation in the interview was voluntary. Before each interview, participants received an information sheet and a consent form, which explained the purpose of study, procedures, data handling, confidentiality and the right to withdraw without consequences. These procedures comply with general data protection procedures (GDPR). At the start of each session, I went through the info again briefly. No unnecessary

personal information was collected in any interview, such as name, gender, age or job title.

After the interviews the data was analysed. First, I read through all the anonymised transcriptions in order to gain an overall understanding of the materials as a whole. After this I analysed the material according to the research questions: first through the lens of Nielsen's heuristics and after this by identifying the strengths and weaknesses of the tool in general in the Summer Power context. Finally, I compared these observations to each other to understand how they are connected in this specific context.

3.5 Ethical Considerations and Data Management

This study was done with trust, transparency and appropriate data protection. Before each interview, participants received information about the interview in writing, in addition to a consent form. The form described the study's purpose, the voluntary nature of participation, the use of recordings and how data was handled. It also mentioned the participants' rights to, for example, skip questions, pause the interview, or withdraw without any consequences. These points were also reviewed at the start of each session, and consent was confirmed before recording began. These interview protocols are in line with TENK's (Finnish National Board on Research Integrity) principles for research with human participants, where participation must be voluntary (TENK 2019, p. 8). Participants were also able to refuse participation if wanted and they were able to discontinue participation without any negative consequences to their own work (TENK 2019, p. 8).

Recordings of the interviews were transcribed on the thesis writer's secured workstation, and no raw data was uploaded or shared to other devices or people. During transcription the data was anonymized by removing any identifiers, for example names and email addresses. Also, any potential indirect identifiers, such as rare role titles, very small teams, or highly specific case descriptions, were generalized or coded so that individual

respondents could not be identified. If any potentially identifying detail was detected during later review, it was removed and the materials were updated accordingly. Recordings were deleted after transcription and anonymization was complete. This way of working is also consistent with TENK's research integrity framework, which empathizes with research integrity as something that must be maintained throughout the whole life span of research (TENK 2023, p. 11).

This is also discussed in qualitative interview research, where anonymization is seen as an ongoing act to protect participants and preserve the analytical value of the material, especially when different identifiers may make individuals recognizable (Saunders et al. 2015, p. 617). In TENK (2019, p. 12) it is explained that research participants must also be informed of their rights and the processing of their personal data in truthful and comprehensible language. Which is why I sent the participants a consent form regarding the interview prior to the interviews and went through their rights regarding the interview at the beginning of each session.

My position is also acknowledged in making the thesis, since I work in the organization in HR. This did not shape the research questions, data collection, or analysis. Because interviewers and interviewees were employees from the same organization, it was made clear that participation is not compulsory or connected to work-related expectations (TENK 2019, p. 8). In the interviews I used predefined interview questions, avoided any leading formulations, and kept the analytic focus on the recruiting person and their experiences.

Access to the data was restricted to only me as the researcher and was not shared with any other team until it was anonymized and the thesis was completed. In data storage, general EU data-protection principles were followed. This meant collecting only what was necessary for the research questions, data was stored securely and for a limited time, and reporting findings in a way that protects participants while holding its analytical value. In this way, ethical data handling also supported the study's core objectives, which

were to generate reliable and useful insight from the UX of the recruitment tool without exposing unnecessary risk or burden to the participants.

Interviews were scheduled during a period when recruitment volume and time pressure were high. To make the setting as comfortable as possible, sessions were arranged at participants' preferred times, they were able to be paused or rescheduled at any moment, and no questions were mandatory for anyone. Each session ended with a short briefing from the interview.

4 Findings

In this chapter I will go through the findings from ten semi-structured interviews conducted with recruiting managers and team members participating in Wärtsilä's Summer Power recruitment process. The interviews are referred to as Interview and a number, for example I5. In 4.1 the findings are reviewed through Nielsen's heuristics, showing the most common usability issues. The heuristic structure was used to make the reporting of the findings consistent across interviews, while also allowing comparison between individual observations and repetitive usability issues. After 4.1, the results will be reported in relation to the Summer Power context, so that 4.2 and 4.3 discuss the tool's biggest strengths and weaknesses and also show how the issues are meaningful in practice in this study.

4.1 Most common usability issues through Nielsen's heuristics

Across the interviews, Recright was generally described as an easy tool to learn and straightforward in its basic use. Most used functions by the participants were reviewing candidates through the provided filters and moving applicants between stages. However, some repetitive friction points appeared in how the system communicated its status, supported recoverability from mistakes, and enabled efficient screening under high-volume.

4.1.1 Visibility of System Status

In general, the interviewees did not have complaints about the system status. However, there were some situations when Recright could have been clearer about the completed actions. For example, one participant expected clearer confirmation after booking an interview: *"When I book a time for an interview, I would like to see clearly that it sends something to the candidate. Now I wasn't fully sure."* (I3). Another status related

uncertainty concerned what information is visible to candidates. Recright did not inform if for example changing the status triggers a message to the candidate, which made them more cautious of changing the statuses.

A feature that came up multiple times was the star rating in the candidate profiles. One manager described hesitating to use the star rating because it was unclear whether candidates could see it from their end: *"I didn't really dare to use the stars… I wasn't sure if the candidate can see it, or if it's only internal. It would have been nice to have more information what those were for."* (I6). This shows that visibility is not only about system progress indicators that show where the recruiter is, but also about transparency of what is internal, what is shared and what is permanent.

4.1.2 Match between the system and the real world

Overall, participants tended to describe Recright's recruitment logic (stages, candidate flow) as understandable. The stage-based timeline was often seen as aligning with how hiring managers usually think about recruitment progress. One participant summarized this simply: *the process was logical and easy to follow*. (I10).

However, a repeated request was that the system should give more support in searching and filtering by attributes that matters most for hiring decisions in Summer Power, so not only by formal categories. One manager explained that educational background alone is not a reliable basis for screening, and therefore the system would need better ways to capture and filter candidates by relevant competence signals (I8). Another participant noted that filtering by interest areas would have been particularly useful for their screening approach, but the tool did not provide this in a practical way (I6). In these cases, the mismatch was not a terminology issue, but the tool lacking enough opportunities to filter the best candidates.

4.1.3 User control and freedom

In six of the interviews, it was described that moving candidates between stages felt safe in the moment, because the system typically provided confirmation from changes. One participant explicitly stated that the pop-up message after moving a candidate reduced uncertainty: *"It informed well that the candidate moved to the next category."* (I8). Another manager described this as useful precisely because it prevented second-guessing after actions (I2).

At the same time, five participants experienced reduced control when navigating back and forth during screening. A repeated frustration was that when going back to their previous page, the tool undid the user's filtering work, forcing them to search where they had just left. One hiring manager described this clearly: *"If I used filters and then clicked back, the filters disappeared and I had to set everything again."* (I2). In practice, this limited the sense of control and made exploration more slow and costly.

4.1.4 Consistency and standards

Seven out of ten of the participants described Recright as generally consistent within the main tasks of reviewing and moving candidates. However, inconsistencies appeared when users moved between different views. In one interview, the participant described successfully moving candidates with clear confirmation, but later being unable to find the section where they had moved them: *"Afterwards, when I searched for them… I had moved them to the interview section, but I couldn't find that section anymore. Some others had the same issue."* (I8). This kind of "where did it go?" experience suggests that navigation and labelling did not consistently support users' expectations across views.

Consistent challenges also appeared in the shared account usage of Recright. Because all the hiring managers work under the same Recright interview, standard usability expectations such as "my saved preferences remain" did not hold (I2). One manager

explicitly noted that if there is a shared account, the tool cannot support personalized saved filters, which in turn affects consistency in user workflows (I2).

4.1.5 Error prevention

Eight participants reported that they did not face major errors when using the tool. Confirmation dialogs for moving candidates were seen as supportive in this, which improved the UX (I8).

However, participants also did identify areas where prevention could be improved through clarity. For instance, uncertainty about visibility of ratings (whether candidates can see them) functions like an “error prevention” gap. Users avoid the feature or due to risk using it incorrectly because the system does not clearly prevent the wrong mental model. Similarly, when managers are unsure whether booking an interview triggers communication, the system has not prevented an avoidable coordination error (I3).

4.1.6 Recognition rather than recall

A common experience of recognition was that Recright supported it reasonably well through visible candidate lists and stage timelines. This was also done partly by the users themselves: for example, I10 said they had written down all the information about candidates (names, emails etc.) to a separate document on the side, so they did not have to remember anything while using the tool.

One example of recall was remembering whether a video had been reviewed. As I1 put it, the manager had to open individual profiles to verify status rather than seeing it immediately in the list view: *“I need to go inside each candidate profile to see the status.”*. Another example concerned the filtering logic. One participant described that if filters were applied, searching by name required first clearing filters, which made the system

feel less supportive of recognition-based work: *"If you want to search by name, you first have to remove the filters, which caused some frustration."* (I6). When users must remember what filters are active, what stage they were in, or where a function is located, cognitive load increases in a way that is especially noticeable during high-volume recruitment.

4.1.7 Flexibility and efficiency of use

Flexibility and efficiency arose as concerns in the interviews mainly because Summer Power involves high applicant volumes and compressed timelines. Participants generally valued features that helped them narrow the candidate pool, such as filtering, basic sorting, stage grouping, but many also described that efficiency was limited by the type of information the system allowed them to filter on.

Eight of the participants described filtering as one of the main functions they used but were hoping for more advanced and customizable filtering. In I5, this was stated directly: *"The filtering is quite limited. I would like to shortlist based on certain competence or background, but it's hard to do that efficiently with the current tool."* (I5). They then continued this: "*The most powerful way to do it would be if they had like a possibility to rank 5 to 10 keywords they think are important as a free text of what they are interested in. And then those keywords would be run through large language models, so if the keyword is not exactly the one I'm searching for, at least it will find out that it's a synonym or it's related to the field. Those kinds of keywords would give a lot more possibilities and it would match better with my expectation and the students vision of the world."* Similarly, I8 discussed the need for better keyword logic or a way to capture competence in a way that supports actual screening, stating that many candidates list broad competence areas, which makes filtering less efficient (I8).

Another concrete improvement idea was to the Blue-Collar recruitment filtering. (I8) hoped that there would be a filter to separate electrical and mechanical candidates,

because that is one of the main filters used in normal recruitments. This would have helped majorly in screening candidates for the Blue-Collar positions.

Efficiency was also affected by the time cost of video review. Some managers described video as useful for quick first impressions, while others experienced it as an added workload when volume was high. One hiring manager framed this followingly: *video can become "just another thing to get through", if it does not reduce the decision time* (I5).

A further efficiency issue concerned personalization. Where accounts are shared or standardized, users cannot rely on stable personal shortcuts, saved filters, or "my default view," which shifts the experience toward repetitive configuration work (I10). In a large-scale process, small, repeated costs become more of a burden to the recruiters.

4.1.8 Aesthetic and minimalist design

Seven participants described Recright as a clear and easy to use when it came to its appearance. (I7) put it simply that the tool is very easy to follow and is very straight to the point when using it. The main pages were experienced as very simplistic, which helped using the tool to what it was meant for.

A point that came up regarding the design was that profile photos were sometimes viewed as an unnecessary element rather than helping evaluation. One participant explicitly raised this as a concern, noting that photos can influence judgments in ways unrelated to competence (I2). This feedback suggests that "minimalist design" is also about removing elements that do not support the hiring tasks.

4.1.9 Help users recognize, diagnose and recover from errors

Technical errors were not an issue that the interviewees encountered a lot when using Recright. Instead, “errors” were often experienced as navigation confusion or uncertainty about consequences. Recovery therefore meant finding one’s way back to the intended view or confirming what happened after an action.

For example, I8 described being unable to find the interview section where candidates had been moved, which created a recovery problem. The user believed the action worked but could not easily recover because they were not sure if they have to do it again (I8). In these cases, better “recovery” support would mean clearer navigation instructions, clearer labels and possibly quick links back to the most recent action context. But regarding pure error recovery, there were not really any issues reported.

4.1.10 Help and documentation

Support and documentation were discussed in the interviews both as help from the tool and process level support from HR (for example materials, learning sessions, help received). Seven of the participants described that they did not need to rely on help inside the system, but rather in case they had issues they used fast external support such as Google. (I8) stated it as follows: *“I just googled if I was not sure of something. But in general, the tool was easy to use, so I didn’t need help from elsewhere”.* This suggests on one hand that the tool was easy to use and no help was needed, but on the other hand it suggests that help from the tool was not easily reachable while using it.

At the same time, participants valued having a central place for Summer Power materials and described the Compass page as a useful starting point, especially when it contained up-to-date information (I8). However, it was also pointed out that because there is so much material in many places, sometimes the information was more relevant and up to date in one place compared to another (I8). In addition, five participants noted that

Teams messages from the group can be missed because there is so much conversation happening (I6). Almost all the participants preferred email or the Compass Pages as information channels. These findings emphasize that help and documentation are not only about content quality, but also about channel strategy and timing.

4.2 Recright in the Summer Power context: strengths and weaknesses

While Section 4.1 focused on usability issues through Nielsen's heuristics, the interviews also provided a broader view of Recright as a part of their workflow in relation to the Summer Power program. Participants described that their experience of the tool cannot be separated from the process context, so it considered the candidate volume, time pressure, parallel responsibilities and the level of HR support. This shaped whether Recright felt like simplification of tasks or additional workload. These findings align with the view of UX as situated and socially constructed (Bødker, 2006, pp. 1–3). In other words, the interviews did not only show what users liked or disliked about the tool, but also why the same feature could be experienced differently depending on the person and the conditions of the work.

Participants described Summer Power as a process where screening workload can become heavy quickly, especially when applicant volume is high. One manager thought about this compared to earlier years of manual CV screening to the current approach, describing the difference in workload as quite significant: *"In the first year when I was involved in Summer Power, I read over a thousand CVs. I mean it was awful… But then with this video recruitment, it helps you to see the person as who they are right away, and it makes the recruiting a lot easier."* (I4). This illustrates how managers evaluate tools not only by interface qualities, but by whether the tool changes the time spent of the recruitment. And with this, how much time they saved to do their own job tasks.

This also connects to the e-HRM literature discussed earlier: when recruitment work is moved more to the recruiting managers, the perceived value depends on whether

systems genuinely reduce workload, rather than shifting administrative effort into new forms (Martin & Reddington, 2010, pp. 1560–1564). In the case of Recright, hiring managers generally did not feel that using Recright as an interview tool made their workload higher, instead most of them found it an efficient way to screen candidates. This also helps to explain why the tool was often described positively: the users felt that the tool helped them handle difficult recruitment task more efficiently than in earlier settings.

However, not all managers experienced the videos as a workload reduction. In 3 of the interviews, the video function was described as adding a new layer that still requires time and attention, especially if filtering does not meaningfully reduce the pool of candidates or if the videos are not aligned with what the manager needs to know about the candidates (I5). This tension is important for interpreting “strengths and weaknesses” in Summer Power, because the same feature can be experienced as supportive or burdensome depending on applicant volume, role needs and the manager’s screening strategy.

4.2.1 Strengths

Across participants, a repeated strength was that Recright made the recruitment pipeline visible in a structured way. The stage-based flow in the tool supported a sense of order: candidates are not “lost,” and managers can track progress through categories. In the Summer Power setting, where recruitment is conducted alongside other managerial responsibilities and under tight timelines, this kind of structured overview helps users maintain an overview of their progress. This also helped the recruiters to see how much of the process is still left, so they knew how much time to allocate in it.

Filtering was also repeatedly described as a core positive feature, even by participants who wanted it improved. In other words, filtering and the stage timeline were seen as the foundations of efficiency and control in the tool’s current form. Thinking this through

UX theory, these features support perceived control and reduce uncertainty when using the tool. Instead of having to remember where candidates are, users were able to rely on visible structure, which reduced cognitive load during the task (Hassenzahl & Tractinsky, 2006, pp. 93–95). This also supports the idea from Boothe et al., (2024, pp. 76–77) that qualities such as clarity and predictability often lead to positive emotions, such as confidence and trust towards the tool. In practice, the structured overview appears to function as an assistant to coordinate the work. Because Summer Power recruitment involves parallel responsibilities and has a strict timeline, a visible pipeline can support planning and prioritization by showing where attention is needed next.

Managers also appreciated that the tool supported distributed hiring work. By this, multiple hiring managers were able to review candidates and move them forward at the same time, which matches the Summer Power model where subject matter experts participate in the selection of the candidates (I9). This supported the sense that recruitment decisions are closer to teams, rather than fully centralized to HR. This is particularly relevant in the Summer Power process, where teams are expected to contribute expertise early in screening. Recright also enables shared participation, which is a key element in how meaning and value are produced when working with recruitment tools (Bødker, 2006, pp. 1–2). In a process where recruitment work is often done in short time windows between other tasks, the ability to pick up where you left off becomes a very important practical quality feature.

4.2.2 Weaknesses

The most impactful weaknesses that came up in the interviews were linked to screening and decision-making under high volume. Several managers noted that the system did not always support the kind of work they needed. This was expressed as limited filtering logic, missing competence based searchability, and the time consumed when reviewing content that did not help differentiate candidates. (I5) continued to explain this: *"I would emphasize the need to get better support, because at the moment we just get a template*

and the rest is up to us. But I'm not trained or expert in making these things properly. So, if there would be better tools, guidelines and maybe a series of templates for different styles or job advertisement, I think that will be easily 100 times more beneficial than a video interview." This is important to take into consideration, because when filtering does not match the recruiter's screening logic, using the tool most often frustrates the user, which directly threatens the perceived usefulness and efficiency of the tool (Zadeh 2024, p. 105). This was visible in a few interviews, where the participants did not feel motivated to use the tool due to lack of support from HR. This helps to understand why frustration emerged from using the tool: users felt that they were left to do more cognitive work manually, because the tool did not support their own mental models, which led to them not valuing the tool.

A second recurring weakness was workflow fragmentation. Some managers described using other systems in parallel, and Recright was used only as one part of the workflow rather than the whole process. For example, Teams was needed to book the interviews, as well as Outlook. In practice, this creates workarounds, possible duplicated steps and additional cognitive load, especially when the tool does not integrate into the manager's daily work environment, such as Teams. This fragmentation is particularly important in the Summer Power context, because workload is not created only by task volume, but also by the need to coordinate across systems while maintaining an idea of where the process stands. Martin and Reddington (2010, pp. 1560–1564) describe these kinds of situations as "hidden workload": it is when digital tools standardize parts of recruitment but still require managers to work on the gaps manually, which can undermine the promised simplification. The workflow fragmentation also can increase the risk of inconsistent candidate treatment, because the process becomes less standardized in practice.

Thirdly, several managers described that support existed, but the visibility and timeliness of support information was shaped whether it was actually used. When information was spread across multiple locations, for example Compass, live sessions, e-mails, the

problem was not a lack of info but knowing where the latest updates can be found (I8). Similarly, the channel mattered to the information, as Teams discussions could be useful, but major updates risk being missed, while email was perceived as a more reliable source for key updates and changes (I8). When support is fragmented across channels, users may experience uncertainty and reduced trust in the process even if the content itself is sufficient. This is because finding information from the correct place can become very frustrating, especially when working during peak seasons.

4.3 Overall satisfaction of Recright and key takeaways

Overall, the interviews suggest a generally positive experience with Recright in terms of learnability and basic usability. Most participants described that they were able to get started quickly with the tool and perform their core tasks with no or very little training. This insight indicates that the tool was relatively easy to learn in the early phase of the use, which can be seen important because learnability plays a crucial role when users are becoming familiar with a new system (Hornbæk et al., 2025, p. 135). This supports the idea that the system's basic usability is functions well in the Summer Power setting. The interviews also consistently indicated that satisfaction was not determined only by whether the tool works, but by whether supports decision-making under high volumes and if it enables recruiters to maintain a sense of control when the process became busy across multiple systems. Recright was generally seen as clear improvement in efficiency under volume and transparency of key phases of the recruitment.

According to the interviews, Recright performs well in standard conditions. However, under the specific Summer Power conditions where there is a high applicant volume, parallel responsibilities and strict deadlines, small usability frictions become more visible and more costly. This matters, because it helps explain why the same feature can be described as both a benefit and a burden depending on screening strategy, applicant pool size and role-specific needs of the hiring manager.

Three strengths stood out consistently across interviews. First, the tool's clear structure supported a stable overview. Participants repeatedly valued being able to move candidates through stages and maintain a sense of progress, which helped them coordinate their own work and track what was remaining in the recruitment process. This connects to research on how clarity and unity can support visual usability of a tool by making interface information easier to understand (Silvennoinen et al., 2026, p. 2). This also matters in Summer Power, where recruitment work is often done in short time windows between other tasks, and the ability to pick up where one left off becomes an important part of the tool usage.

Filtering as a core support mechanism in the tool was described as essential. Even when partly criticized as limited, filtering was still seen as the primary way to narrow down the candidate pool and make screening more manageable. This suggests that users strongly relied on filtering as the tool's main function and also that limitations in filtering left the user without help in managing the applicant volume. When filtering supported the recruiter's logic, the tool felt helpful, but when it did not, screening became slower and more frustrating because users were forced to work more manually.

Recright was repeatedly described as easy to use from the start. This finding matches to learnability literature, as it suggests that in the first phase of using a new technology, learning the basic logic and usage of the system are key points of the UX (Hornbæk et al., 2025, p. 135). Several managers stated that most tasks felt intuitive after a short time and that the main workflow felt straightforward. This matters for adoption in a process like Summer Power, where participants may not have time or motivation to participate in extensive training. This also supports the idea that if the tool feels approachable immediately, it lowers the bar to use the tool, even under time pressure. Also, it can indicate that the tool matches well between the tool itself and the users' expectations of how it should work.

At the same time, the most significant gaps in using the tool were also relatively consistent throughout the interviews. Recruiters wanted clearer indicators for whether key actions were completed, for example whether videos were reviewed, without needing extra clicks. This type of friction matters, because it turns simple tasks into repeated checking, and that can become especially costly when the candidate pool is as large as in Summer Power project. And in this context, this type of repeated checking can increase the sense of shifted administrative burden to the line managers (Martin & Reddington, 2010, p. 1561). It also affects confidence, when users cannot immediately see what has been handled, they may wonder if something has been missed or not.

According to the interviews, efficiency was limited under high volume, particularly because filtering was not always aligned with what managers needed to differentiate candidates. Also, participants reported recoverability and navigation friction, for example filters resetting when navigating back and difficulty finding previously used selections. These issues become significant when repeated multiple times during screening. Several participants also raised unclear visibility of internal ratings and notes, particularly uncertainty was whether candidates can see them or not. This uncertainty shapes how the user behaves when using the tool: users are not confident that a feature is internal, so they avoid it entirely to prevent accidental harm or embarrassment. As a result, potentially useful features of the tool may remain unused even when they could support decision-making, because the perceived risk is higher than the perceived benefit.

Lastly, there were repeated comments on where to find the correct support from various channels. Participants tended to prefer support that is centralized, clearly up to date and presented via channels that reliably reach them. This is important, because when information is distributed across many channels, the possible problem is not necessarily a lack of guidance, but the effort required to locate the correct and most recent guidance for a task. In high volume recruitments that effort can feel frustrating, which may reduce trust in the overall process, even if support technically exists somewhere. The strengths and weaknesses are illustrated in Table 3.

Table 3. Summary of strengths and weaknesses from the interview.

Strengths	**Weaknesses**
Clear structure and stage logic: managers repeatedly valued being able to move candidates through stages and always maintain an overview of progress.	Insufficient status visibility for reviewing work: managers wanted clearer indicators for whether key actions were completed, for example whether videos were reviewed yet, without needing extra clicks.
Filtering as the main support mechanism: even when criticized as limited by vocabulary, filtering was described as essential and generally helpful for narrowing the candidate pool.	Efficiency limited under high volume: filtering and decision support were not always aligned with what managers actually wanted and needed to screen effectively.
Easy to use from start: several managers described that they were able to start using Recright without barely any training, and most tasks felt intuitive after a short time.	Recoverability and navigation friction: filter resets when navigating back on the page, and difficulty finding previously used sections created unnecessary rework and uncertainty when screening candidates.
	Unclear visibility of internal ratings and notes: when users are uncertain what candidates can see, they avoided features, not wanting to risk it using them incorrectly.
	Finding correct support and channel fit**:** managers preferred support that is centralized, up to date and delivered via channels that reliably reach them.

Taking these together, the findings show that Recright's UX during Summer Power is shaped by both the tools usability and process-level conditions. Most hiring managers described that the tool is usable in basic tasks, and several considered it an improvement compared to previous years. At the same time, the most reported usability issues were tied to high volume screening. These included limited filtering and comparison support, unclear features such as rating the candidate, and recoverability issues that created some rework. However, Recright was overall seen as a good improvement in the Summer Power, and many saw potential in it through a few fixes. (I4) summarized their positive experience about Summer Power improving each year: *"Summer Power has been improving year by year and you see that the improvement is there. You feel, at least I feel, that things are going better and more things are done and every year there is a little bit more that makes the process smoother, faster and easier".* This statement captures the

main tone across interviews: Recright was not described as perfect, but as part of an ongoing improvement in the Summer Power process.

5 Conclusions

This thesis examined the UX of Recright in Wärtsilä's Summer Power program from the perspective of hiring managers and other recruiting team members. The aim was to identify the most common usability issues through Nielsen's heuristics and to evaluate the main strengths and weaknesses of the tool in the specific Summer Power setting. Based on ten semi-structured interviews, the findings show that Recright was generally experienced as a tool that was easy to learn and it was described straightforward in its basic use.

At the same time, the results also show that UX in recruitment context should not be understood only at the interface level of the tool. In this study's case, the experience of the tool was strongly shaped by the nature of the Summer Power program, which includes high applicant volumes, time pressure, parallel responsibilities, and the wider organizational support surrounding in the process. This is also a central conclusion of the study when thinking of *why* something is experienced in a specific way. According to the interviews, usability issues became most meaningful when they either reduced or increased the effort required to do recruiting tasks by the recruiters.

The two research questions for this thesis were:

1. What are the most common usability issues according to Nielsen's heuristics?
2. What are the strengths and weaknesses of Recright in the Summer Power context?

They both show that Recright's UX in the Summer Power context was shaped less by technical failures or issues and more by how the tool fit the high-volume context of the recruitment. The most common usability issues were in status visibility, efficient screening, recoverability and access to support. At the same time, main strengths of the tool were its clear structure, visible candidate pipeline, shared usage and easy first-time use. In other words, Recright functioned well as a basic recruitment tool, but its value

for users depended on whether it supported the recruiters screening logic, reduced time used in recruitment and helped the user to maintain control under time pressure. As a conclusion this suggests that in large-scale recruitment context, such as the Summer Power, the success of a tool is determined highly by whether the tool fits the pace, complexity and decision-making demands of everyday recruitment tasks.

The findings show that the tool's weaknesses become more visible under the specific Summer Power conditions. The most important weaknesses were limited support for competence-based screening, fragmented workflows across several systems, and uncertainty about where the most relevant guidance for help could be found. The results suggest that Recright works relatively well in standard conditions, but that high-volume recruitment reveals those parts of the experience where the tool does not yet fully support users' own screening logic and practical working patterns.

One conclusion of this thesis is that there is no one-size-fits-all solution for recruitment technology in a program such as Summer Power. Because the process involves many hiring managers from different units, with different screening strategies, experience levels and practical needs, the system should offer enough flexibility to support variation in the work. At the same time, flexibility alone is not enough. The findings indicate that successful use of the tool also depends on training, communication and support structures. The same phenomena was discussed in the literature, for example Trullen et al. (2024, p. 1548) explain that the effectiveness of HR devolution depends on context and case specific implementation. In other words, organizations should not only improve the system itself, but also the conditions in which the system is used.

This is particularly visible in communication and support in the Summer Power context. The interviews showed that support material existed, but the number of channels could reduce its practical effectiveness. When information is spread across several places, the problem is not necessarily a lack of guidance, but rather that the time used to find which source is the most relevant and up to date lowers the UX of the recruiting process. These

findings mean that better communication in practice does not always require more communication, but clearer communication through fewer and more reliable channels. In the Summer Power context, more centralized communication should be considered, in order to capture all necessary information in one place.

The findings also contribute to the discussion on HR devolution. In general, the hiring managers did not describe recruitment responsibility itself as difficult or something they do not want to do. The interviews suggest that managers wanted to remain involved in recruitment and valued the opportunity to make decisions closer to their teams. What they expected was not the removal of responsibility, but better conditions for doing it as well as possible. In this sense, the findings support the view that line managers can take an active role in recruitment, but that this requires suitable tools, sufficient guidance and organizational support from HR. This continues the idea from Trullen et al. (2024, p. 1548) on HR task distribution, because it suggests that the success for executing devolution is shaped by contextual factors in the organization.

Another important conclusion is that Recright seems to respond relatively well to one of the key challenges of Summer Power, which is managing large applicant volumes. Compared with earlier more manual screening practices, several participants experienced the tool as an important improvement when handling large candidate pools. However, this advantage depends on whether the available filtering and review functions support the kind of decision-making needed in practice. If that fit is weak, the benefit of the tool is reduced. As a conclusion, Recright gained support from the hiring managers, however changes in the filtering are requested, in order for the tool to work to its full potential.

At the same time, the findings suggest that not all development requests are located inside the tool itself. Some concerns raised by participants related more generally to the overall recruitment and onboarding process than to Recright alone. This aligns with the UX literature that describes UX as shaped by context and situation, and not only by

interface qualities only (Bødker, 2006, pp. 2–3). Hassenzahl and Tractinskly (2006, pp. 93–95) also explain the same phenomena, and from this perspective, the experience of a new recruitment tool can be seen to be shaped more by how well the tool fits the organizational setting and the demands from the recruiters, rather than what the tool allows users to do technically. The same is also consistent with e-HRM literature, which shows that the value of a digital HR tool depends not only on the technology itself, but more on how the system is implemented in the organization and how it is supported in daily work (Marting & Reddington, 2010, p. 1561). For this reason, improving UX in Summer Power should be approached both at a system-level and process-level, making the whole program more united.

Overall, the results suggest that Recright was experienced as a useful and promising part of an already developing recruitment process. The general tone of the interviews was not rejection for the tool, but instead more positive toned: the tool was seen as a practical improvement, while also leaving clear room for further improvement within the tool. For Wärtsilä, the most important implication is therefore not whether to use the tool, but how to improve its fit with actual screening work, how to strengthen the support around it, and how to ensure that recruitment technology truly reduces effort rather than simply redistributing it.

5.1 Limitations

This thesis studied the UX of only the recruiting end of the users, and results answered the research questions well. However, the study did not examine how Recright serves the applicants. As a result, the study cannot offer a full picture of the tool as a complete recruitment environment. It is also important to consider that the study was conducted in one specific organization and one recruitment program, which means that the findings are context-specific to the that organization.

From a methodological perspective, this study is based on a qualitative interview data that was collected from purposively selected group of participants in the Summer Power 2026. This method helped to reach deeper understanding of recruiter's experiences of the tool. However, it is important to understand that the findings are experiences from this specific context, and the results should not be interpreted as broad statistical generalizations of the topic. For this reason, the results from this research should be understood as an in-depth data of how Recright was experienced in this specific Summer Power context, but not as a universal evaluation of the tool in all recruitment settings.

5.2 Future Research Suggestions

This study opens several directions for future research too. First, future studies could examine Recright or similar recruitment tools from the applicant perspective. Because this thesis focused only on hiring managers and recruiting team members, it remains to be studied that how candidates experience the same process. It can be studied for example by how fair or transparent the tool feels to them, and whether the tool supports applicant trust and engagement in the same way that it supports the recruiters side efficiency. Or if the tool is also limiting the time spent on applicant end, or if it raises the bar to apply because of the video aspect.

Second, future research could explore recruitment technology as part of the wider Summer Power process rather than as a single tool. The interviews suggested that the UX of recruitment is shaped not only by screening and interviews, but also by surrounding stages, communication practices, onboarding and offboarding. From the interviews it arose that in Summer Power other tools are also needed in order to interview the candidates and later hire them to the system. For this reason, it would be useful to study the full employee journey from needs assessment to offboarding and to identify which usability and process issues belong specifically to the tools used and which belong to the broader organizational workflow.

Another future research topic could examine how recruitment tools can support different types of line managers in high-volume settings. One of the clearest conclusions of this thesis is that Summer Power includes many users with different needs and working styles. This suggests that future studies could compare UX across units, business areas, or levels of recruitment experience to better understand what kinds of flexibility, personalization and guidance are most useful for different groups of users. Another research topic could be to study how does hiring managers' role or experience in recruitment influence in the UX or a new recruitment tool. This could enlighten what kinds of communication and support structures are needed for different user groups when a new tool is implemented centrally in a large organization.

Another future study focus according to the results from the interviews in this thesis could be to explore how communication and support channels shape the UX of HR technologies. In this thesis one major topic that arose was that even though there is information available, it does not necessarily mean it is accessible or easy to find. This means that future research could examine channel strategy itself as part of UX in HR processes.

Also, a particularly relevant research direction would be the role of AI in recruitment screening and decision support. In the interviews, some participants explicitly wished for more intelligent filtering, keyword matching, and competence-based support when narrowing down candidates. This makes AI-assisted or large-language-model-supported screening a natural next step for further studies. Recent research suggests that AI can be adopted in sourcing and screening because of its potential to increase operational efficiency and speed (Dadaboyev et al., 2025, pp. 4–5). At the same time, work on generative AI in hiring shows that such technologies also raise broader questions about sorting logic, decision-making, fairness and organizational trust (Dadaboyev et al., 2025, p. 9, 11). Future research could therefore examine whether AI-supported filtering would improve the recruiter experience or work efficiency in programs such as Summer Power,

and under what conditions it would remain transparent, fair and practically useful to everyone participating.

Finally, because this thesis focused on the first implementation phase of Recright in Summer Power 2026, the findings reflect early experiences. Future research could examine whether the same usability issues remain visible after users gain more familiarity with the system, whether training changes the experience, and how does repeat yearly use makes the tool feel more supportive, more efficient and more embedded in everyday recruitment practice.

At the same time, this thesis offers a valuable view for understanding how recruitment technology is experienced by hiring managers in a real life, high-volume organizational setting. With the focus on the first implementation phase, this study reveals the usability and process-level issues that could have been easily overlooked once the tool becomes a routine for the user. In this sense, this thesis contributes both practical insights for Wärtsilä and a reminder that successful recruitment technology depends on how well the tool fits the specific organizational setting.

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Appendices

Appendix 1. Interview for Recright users

Semi-Structured Interview for Hiring Managers or team members handling the recruitment in Summer Power 2026.

Background and Context

- Current role and responsibilities in Summer Power recruitment this year. (Not their own tittle, more if they are assisting with recruitment or if they have a big team etc.).
- Previous participation in Summer Power (in years).
- Experience with HR systems generally (beginner / intermediate / advanced).
- Typical applicant volume, team size and main time pressures.

Process as experienced by the recruiters

- Please describe the recruitment process in your own words. What are the main steps, and what do you do in each of them?
- Which step feels most difficult or annoying and why?
    - What happens immediately before and after that step? / Is there something that triggers the difficult part?
- If you have participated in previous years, how has the process changed?
- How well did search, filtering and sorting support recruitment?
- Was there enough information of the candidates? (Or too much?)
- How did the filtering work in the tool?
- Which possible changes would most reduce your workload?

Recright Experience Mapped to Nielsen's Heuristics

Visibility of system status

- Did Recright keep you informed about progress (f.ex., uploads, video processing, bulk actions, sent invitations)?

Match between system and the real world

- Do terms, filters and steps reflect how you think about recruitment stages?
- Did the tool use understandable language?

User control and freedom

- How easy was it to undo, cancel, or safely exit after a mistake (f.ex. reject, message templates)?

Consistency and standards

- Did the tool feel consistent when using it? How well do you think it compares to other tools used in Wärtsilä?

Error prevention

- Did you do any mistakes or have any slips when using Recright?
- How did the tool support you if mistakes were made?

Recognition rather than recall

- Did you have situations where you had to remember IDs/names/settings versus choosing from visible options, previews, or auto complete?

Flexibility and efficiency of use

- Which accelerators helped under high volume (bulk actions, keyboard shortcuts, templates, personalization)? Were you able to find these?

Aesthetic and minimalist design

- Was the visual of the tool pleasant and helped the use?
- Were there some distracting or irrelevant functions?

Help users recognize, diagnose and recover from errors

- Were error messages easy to understand?

Help and documentation

- Was help available and searchable in the tool?

- Name one to two key strengths of Recright in your use.
- Name one to two key weaknesses.

Communication, Materials and Support from HR

- How was the communication and timing of the process?
- Which support channels of formats worked best for you and why?
    - Live info session onsite
    - live Teams session
    - step-by-step written guides
    - short how-to videos

    - tickets via MyHR
    - a named contact via email/Teams.
- Where did you feel support was missing the most?
- What specific support from HR would reduce your workload and increase confidence for the process?
- If resources were unlimited, what would an ideal summer recruitment process look like?

Closure

- Is there anything important we have not discussed?

Appendix 2. Consent Form

EN - CONSENT FORM – INTERVIEW (master's thesis)

Study title: *User experience of a new recruitment tool (Recright)*

Researcher: Aurora Ojala

Organisation / thesis: Master's thesis (in collaboration with Wärtsilä)

1. Purpose of the study

My name is Aurora Ojala and I am writing a master's thesis for Wärtsilä. The aim of the study is to understand what kind of user experiences (UX) Wärtsilä hiring managers and others participating in the recruitment have with the Recright tool in the Summer Power recruitment process. In addition, I want to identify strengths, weaknesses and typical usability issues that arise when using the tool. The results will be used in the thesis and may help develop support and practices related to the recruitment process.

2. What participation means in practice

Participation means taking part in one (1) semi-structured interview, conducted remotely via Microsoft Teams.

• Duration: approximately 30-45 minutes

• Time: agreed at a time that suits you

• Content: your experiences of using Recright in Summer Power recruitment (f.ex. what works, where friction occurs, what kind of support you need). There are no "right" answers in the interview. The purpose is to receive honest feedback about your experience of the tool and the process.

3. Voluntary participation and right to withdraw

Participation is completely voluntary. You may:

• refuse to answer individual questions

• take a break

• stop the interview at any time

• withdraw your participation without giving a reason

Participating or declining will not affect your work, position, or relationship with Wärtsilä. I am conducting this master's thesis as a student at the University of Vaasa.

4. Recording and processing of the data

The interview will be recorded via Teams so that I can transcribe and anonymize the discussion.

• The recording will be used only for transcription and analysis for this thesis work.

• The recording will be deleted once transcription and anonymization have been completed.

• The transcribed data will be anonymized: names, teams, roles and other identifying details will be removed or generalized. Indirect identifiers (e.g., a rare role or a very small unit) will also be edited so that the person cannot be identified.

5. Confidentiality and reporting

All responses will be treated confidentially. The thesis may include anonymized direct quotes (f. ex. "Interviewee 3").

6. Data storage and information security

The data will be stored under the researcher's control and protected:

• the data will be saved in a protected, personal folder on my computer

• access to the data is only available to the researcher (Aurora Ojala)

• the data will not be shared within the organization as raw data, only as the transcribed version

Retention period: the anonymized data will be retained only for as long as necessary to finalize the thesis, for review and for possible archiving, after which it will be deleted.

7. Data minimization

The interview aims to avoid collecting unnecessary personal data. You may also choose not to share details that are not essential for the research.

8. Withdrawal of consent and deletion of data

You may withdraw your consent and request deletion of your data until the data has been anonymized and integrated into the analysis. After that, it may no longer be possible to reliably separate an individual participant's responses from the dataset.

9. Contact details

Researcher: Aurora Ojala

Email: aurora.ojala@wartsila.com

Thesis supervisor

Name: Matilda Viitasalo

Email: matilda.viitasalo@wartsila.com