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Case Summary: In case 6, we see an individual named Mr. Diallo who was dismissed by an automated system. The system misinterpreted the entire situation, revoked all of Mr. Diallo's access, and ensured that he was removed from the premises as if he were a thief. As a result of this incident, Mr. Diallo was jobless for a period of time. It was later discovered that the entire situation was caused by a misjudgment made by the automated system.

1. Evaluation of the Sustainability Impacts (Operational, Economic, and Social)

A. Positive Contributions (Operational/Economic Sustainability)

- **Increased Efficiency and Speed:** The adoption of automation systems across HR functions leads to a significant increase in efficiency and speed. This is because automation removes many intermediaries and unnecessary manual processes, which significantly accelerates decision-making. Furthermore, automation enables concurrent activities within HR systems. For instance, if an employee requires access approval, the system can immediately determine eligibility and grant access, while simultaneously notifying relevant higher authorities. This eliminates the time-consuming process of a human analyzing, verifying, approving the request, drafting an email, and sending it to multiple stakeholders. All these steps can be completed concurrently within minutes, making a substantial increase in speed inevitable.
- **Consistency:** Consistency in HR is ensured through automation because it eliminates personal bias from decision-making processes. Since procedures are executed by a system rather than individuals, everyone affected by the automation is treated equally and consistently. Additionally, automation does not suffer from fatigue, meaning tasks are completed instantly regardless of the volume of requests being processed.
- **Reduced Operational Costs:** The economic sustainability of a company that adopts HR automation undoubtedly improves. Firstly, fewer employees will be required to handle routine administrative tasks. Secondly, the existing workforce gains more time to focus on other productive activities. Employees who previously spent time on processes like approving access requests can now redirect their efforts toward higher-value work. As a result, companies can achieve greater economic sustainability by optimizing labor usage and increasing overall workforce productivity.

B. Negative Impacts (Social/Reputational Sustainability)

- **Severe Social Harm and Trauma:**
 - Individuals like Mr. Diallo, who became victims of an automated system that misinterpreted the situation, not only suffer long-term psychological trauma but also face severe social backlash. Society is more likely to trust automation than an individual, under the assumption that machines are unbiased and objective. As a result, people may believe that the incident was somehow Mr. Diallo's fault, assuming he must have done something wrong for his access to be revoked. This leads to social stigma and reputational damage. Even though Mr. Diallo was reinstated after three months, the emotional trauma does not simply disappear. A lifetime of professional credibility and personal dignity can be severely affected by such an incident.
 - Furthermore, this trauma extends beyond Mr. Diallo to his colleagues, who may fear that they could face the same misinterpretation at any time. Knowing that anyone could be wrongly punished by an automated system creates a persistent sense of insecurity in the workplace, making the culture socially unsustainable.
- **Operational Fragility:**
 - This case demonstrates poor system design and operational fragility. The automation system relied on a "perfect input chain," assuming that all inputs would always be accurate and predictable. However, human behavior is inherently unpredictable, and randomness is unavoidable when dealing with real-world scenarios. A robust system should anticipate such variability. In cases where randomness occurs—especially when someone's career, reputation, and access are at stake—human oversight should be mandatory. In this instance, the system encountered an unexpected input, failed to handle it appropriately, and immediately revoked Mr. Diallo's access while essentially labeling him a thief. This reflects critically poor system design and low operational reliability.
- **Erosion of Trust and Culture:**
 - Although Mr. Diallo was reinstated after three months, the trust between employees and the organization suffered irreversible damage. Once trust in an automated system is broken, it is extremely difficult to restore. Even if the system is later improved or made more fail-safe, employees may never fully trust it again. Workplace culture depends heavily on trust, fairness, and a sense of psychological safety. Incidents like this explain why, even today, fully automated HR systems are still not universally adopted. Delegating the complete authority to revoke someone's job or access to a machine remains risky because qualities like empathy and forgiveness cannot be replicated by automation. While an employer may forgive mistakes or consider context, an automated system operates strictly on rules and lacks moral reasoning.
 - **Legal/Financial Risk:**
 - Finally, such incidents expose organizations to significant legal and financial risks. Wrongful termination, reputational harm, and emotional distress can lead to lawsuits, compensation claims, and regulatory scrutiny. The organization may be held legally liable for damages caused by flawed automated decision-making, especially if no human oversight was in place. From a financial perspective, companies also risk losing talent. Employees may feel unsafe working in an environment where job security depends entirely on an automated system that has previously failed. Even if salaries remain the same, skilled workers are more likely to choose organizations where human judgment plays a role in critical decisions. This can lead to higher turnover, increased recruitment costs, and long-term damage to the company's reputation and stability.