Case Study Analysis: Unfair Dismissal

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***Abstract*—This paper presents an analysis of the case study "Unfair Dismissal" from the book *Ethics of Artificial Intelligence*. The analysis focuses on three key areas: [CO4] Social and Environmental Impact, and Sustainability; [CO5] Ethical Issues such as Bias, Transparency, and Accountability; and [CO6] Legal Implications and Engineer Responsibilities. The wrongful termination of Ibrahim Diallo by an automated personnel system illustrates risks of over-reliance on AI without sufficient human oversight. This report summarizes the social, ethical, and legal implications of such practices and highlights the importance of responsible human-machine collaboration in sustainable human resource automation.**

***Index Terms*—Artificial Intelligence, Ethics, HR Automation, Unfair Dismissal, Transparency, Accountability**

I. Introduction

The wrongful termination of Ibrahim Diallo by an automated HR system serves as an example of the dangers of relying excessively on artificial intelligence without human judgment. This case study has been documented in the reference book *Ethics of Artificial Intelligence* **stahl2023**. It emphasizes how mechanistic and opaque decision-making processes compromise employee dignity, transparency, and fairness.

II. Materials and Methods

This is a recorded literature based case study, specifically the case of "7.2.1 Unfair Dismissal" stahl2023. Analysis was done through scrutinizing relevant references that deal the social and ecological impact, ethical concerns, and legal implications of AI-based decision-making systems. The approach entails thematic classification of the case under three main findings: [CO4], [CO5], and [CO6].

III. Results

A. *[CO4] Social and Environmental Impact, and Sustainability*

The wrongful firing of Ibrahim Diallo by an automated personnel system illustrates the danger involved with trusting too much. in technology badly managed by humans.

1) Impact on People: Diallo was thrown out of his job "like a thief" although he never engaged in any kind of misconduct. This process reveals the manner through which workers lose their jobs as well as their dignity and trust since organizations are becoming more reliant on blind automated programs. Wrongful termination can induce psychological issues, such as humiliation and lowered credibility **brooks2020**.

2) Long-term Impacts: If such systems become the order of the day, they would compromise employer–employee relations, induce fear of machines, and make jobs more insecure. In the longer term, laborers could resist embracing innovations, hampering digital transformation in the workplace.

3) Sustainability: Sustainability of HR automation is based on the "humans plus machines" model, like Dave Coplin suggested. Systems where there is emphasis on interaction among human managers and artificial intelligence are sustainable, but systems where human judgment is replaced totally will more likely fold ethically and socially

B. *[CO5] Ethical Issues: Bias, Transparency, and Accountability*

1) Bias: Although it is not discriminatory per se against a For a group, the system showed structural bias because it biased machine decisions versus human decisions. These biases affect employment fairness judgments.

2) Transparency: The termination process was untransparent: both Diallo and his supervisor did not comprehend the reason for his revoked access. This un-explainability of the AI system contravenes the rules of transparency and hinders the ability for fair outcome evaluation **goodman2021**.

3) Accountability: The firm initially failed to take responsibility, but instead simply proceeded according to machine-programmed directives. Genuine responsibility involves mechanisms for overriding or questioning automated judgments. Otherwise, ethical violations such as unfair termination will abound.

C. *[CO6] Legal Implications and Engineer Responsibilities*

1) Legitimate Fears: Unfair dismissal is a legally recognized violation in most jurisdictions. AI-driven wrongful dismissal can expose companies to lawsuits, compensation claims, and reputational damage. In Australia, nearly 48 percentage of unfair dismissal cases succeed**freyens2021**.
indicating the seriousness of the issue. Employers deploying AI-based dismissal systems must therefore ensure compliance with labor regulations.

2) Engineer Responsibilities: Engineers designing HR automation should:

- Ensure fairness and security through the prevention of illegitimate terminations without human intervention.
- Comply with labor and data protection legislation.
- Enable explainability and transparency so that decisions can be traced back.

The ACM Code of Ethics (2018) emphasizes that computer professionals should do no harm, avoid discrimination, and support the public interest. This can be directly applicable where it involves unfair termination of employment through ensuring fair, responsible, and law-abiding HR systems.

IV. Discussion and Summary

The Ibrahim Diallo case illustrates the danger of over-reliance on dark automated systems, which can both damage workers and contravene ethical standards and thus expose organizations to legal liability. Sustainable automation of HRM involves cooperative action by human managers and machine systems, buttressed by transparency, fairness, and accountability. Engineers owe it as their duty to make their system consistent with ethical and legal standards. A "humans plus machines" strategy based on responsible designing can facilitate fairness in automation.

Appendix A
Additional Notes

The report is prepared for the case study presented in the book *Ethics of Artificial Intelligence* and related academic literature.

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