

EMIRATES AIRLINE

by Ethics Paper

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Introduction

Globalization has offered an opportunity for companies to increase their operation's boundaries to explore new markets and increase their profits. Because of benefits which come with liberalization and globalization, firms have expanded their operations in various host countries. Moreover, various host countries have their autonomous government where they have their social and legal frameworks which steer operations of the business. There is a vast distinction between the culture of host countries and the home country. The chances of conflict on ethical issues grow if the values of the home country are different from the culture of hosts. Therefore, most multinational companies have to face the dilemma because what sometimes seems ethically right in home country might be considered entirely wrong in the host countries. It is fundamental therefore multinationals follow keenly the rules of the country where it operates. Consequently, this paper will explore an ethical dilemma issue that Emirates Airline Airlines might face in the cause of its operations across the globe.

The most prevalent ethical dilemma, is the issue related to the airline remuneration policies. The airline has operations in various countries across the world, therefore there is need to address the remuneration issue fairly. It is very unethical to pay differently on basis of difference in employee's country of origin, for the uniform quality and quantity of work done. Being an international Airline, Emirates had shown some glimpse of discriminatory remunerations when it came to its local hires compared to the out-sourced staffs. It would only be fair if the company could adopt a system of a uniform compensation of all its staffs. Rumor has it that, the airline management was planning to have the local employees from the Middle East have lower compensation compared to their counterparts from different host countries. The argument was, the

host countries had different labor law requirement for the employee, which compelled Emirates to review its remuneration policy (Ferrell & Fraedrich, 2015).

Discriminatory remuneration Issue from the local and Global perspective

It is unethical to engage in any kind of employment discrimination, whether local or in the host countries. From a local perspective, the Airline is thinking to have a pay cut for them by being locals. The argument is that no international requirements that needed of them to adhere and therefore they should not be given the same pay scale as the rest. From a global perspective, when employees are motivated and equally treated, then the results are overwhelmingly good. From the recent incident, Emirates Airline has faced a high employee turnover, it is a clear sign that workers are working under pressure to deliver without considering an equal pay for equal work. It is from such unpredictable moves, which Emirates engages in the host's countries have tightened their regulations to protect their employees (O'Connell, 2011).

Impact that the organization's values have on ethical decision-making

When it comes to making an ethical business decision, the value and culture of the organization plays a critical no how staffs will operate and if they will adopt ethical business decisions. According to Schwartz, (2017), when a company intentionally instills ethics into their culture, they have an advantage compared to the firms which have a regulatory department to enforce compliance. When the leadership of any organization remains transparent, walk the talk and steers its employees in ethical decision making the company sets a precedent for the employees that it is a fundamental aspect of the organization.

The way a determination will be evaluated is dependent on the value and interests of the persons evaluating the decision. Some of the management would not care much if a decision was made based on ethical values as long as it generates the anticipated outcomes. The risk lies here

because the decision will have this in mind when making up a decision. Depending on the much he or she is results-driven, some of the ethical issues might be overlooked in disguise of good earnings and good results. The basic foundation that a decision makes will consider is highly dependent on the moral approach. The decision might adopt an approach by materialism and self-interest and make decisions which would be directed towards their benefits. Such decisions may at times bring good results for the company even though the decision maker has self-benefits in his mind. Using utilitarian approach, decision making considers the consequences of the decision as the basis for evaluating its morality (Andrews, 2014).

Although decision maker may be looking at their behavior to be ethical and unbiased on the decision, there are unintentional conducts that may influence one's ability to judge and make a fair decision. For most companies, well-defined regulations for acceptable ethical behaviors are set up to guide the decision making. Basically what company stands for, determines the ethical value that they place on their decision. Considering the case of Emirates Airline, it has written down a code of ethics which governs its operations and decision-making process. However, in their decision-making structure, a decision is left to the management and are not subjected to another scrutiny. The latter may give some glimpse that management may opt for a decision, not because it is ethically compliant but by cost implication. With a discriminatory salary scheme, the company saves money and hence increase their profits margin (O'Connell, 2011).

How to react to the various challenges that the Emirates Airline could face.

As a manager with Emirates Airline, I am better placed to address challenges which may come up in the cause of operations. I have a responsibility to make an ethical decision in my cause of delivering just decision. Concerns may arise from employee, customers, environment and also investors. In the best tradition of participative management, I would invite all the staffs to address

their issues as they arise rather than quitting their jobs. In regards to taking a pay cut, I would be frank and open because different countries have different requirements regarding what their citizens should be paid. I believe mutual respect, teamwork and professionalism should be the guiding pillar for the employees. In managing employee concerns, I would be guided by the principle that employees needs must be addressed for the business itself to prosper. Employees who have an unjust wage structure, lack privacy or are in the form of dirty lavatory will not be likely to perform. According to Dudley (2016), a company is are entitled to responsibly act to offer quality products and also pricing the products fairly and accordingly. Due to the company's plan to implement discriminatory wage structure, staffs might be inclined to deliver or offer services poorly. As a manager, I believe that clients have a right to safe goods and should be conversant about all pertinent aspects of the product. If a challenge comes up from customers, I have to prioritize his or her concerns and amicably solve them. The saying that a customer is always right, emirate management we hold on to that because customers are paramount to the company. To the environment, I believe the good management of environment can increase employees psych and attract a better quality of the staff. I would ensure I cut cost by eradicating waste, saving on energy and enhancing competitive advantage by placing the corporation at the front of regulatory and technical expansion. Therefore any problem arising from this quarter will be addressed based on all the above guiding principles (Nataraja & Al-Aali, 2011).

Conclusion

In conclusion, ethical issues affecting Emirates among them the issue of discriminatory remuneration should be addressed effectively. The latter would have a greater impact on the company's output as well as its reputation. When issues are effectively addressed, Emirates airline will remain competitive in the global space.

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