

Barriers To Women's Participation In Leadership Positions: Evidence From Hawassa Industrial Park, Ethiopia

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Abstract

This study explores why women struggle to reach leadership roles at Hawassa Industrial Park (HIP) and Ethiopia textile manufacturing facility. Women make up 89% of the parks 28,948 workers however you can not see them in supervisory or management roles. We looked at employment records, workplace circumstances and how the organization works to figure out what is stopping women from moving forward. Our findings indicate numerous interrelated issues like managers favoring men for supervisory positions and women being excluded from professional networks and conflicts between work demands and family responsibilities and deficiency in leadership training possibilities. HIP built to generate 60,000 jobs and serve as a model for Ethiopia industrial future but the fact that there are so few women in leadership roles goes against its goals of removing gender imbalance in leadership. Women in the workforce deal with a lot of problems at once. For example, biased promotion processes, lower pay and high levels of stress at work that affect 59.3% of workers and anxiety that affects 79.8% of workers. This research provides light on gender barriers in developing country factories and suggests practical solutions such as setting clear targets for women in leadership, creating mentorship programs, offering management training designed for women that needs and implementing family friendly workplace policies. Not only would break this invisible barrier help individual women but it would also help the whole industrial park do better and help Ethiopia reach new development goals.

Keywords: women leadership, Hawassa Industrial Park, manufacturing sector, Ethiopia, workplace barriers, career advancement.

I. INTRODUCTION

A. Background and Context

The "glass ceiling" invisible barriers that keep women from getting higher level jobs even when they have the proper skills is still a problem in manufacturing all across the world. This issue is especially bad in developing nations where traditional ideas about gender roles clash with modern factory employment [2]. Ethiopia started industrial park strategy in 2016 anticipating that export manufacturing will change the country economy for the better. [3].

On July 13, 2016 Hawassa Industrial Park debuted as Ethiopia first eco industrial facility focusing on creating textiles and clothing [4]. The park is located in Sidama Region 275 kilometers south of Addis Ababa. It meant to hire 60,000 people [5]. There are currently 21 textile enterprises with 28,948 employees. The interesting thing is that 25,757 of them or we can say 89% are women [6]. There are lot of women working in factories in that area, which is one of the highest in Africa.

B. Research Problem and Significance

Even though women make up large part of the workforce they are still disproportionately underrepresented in leadership and supervisory roles at HIP. This paradox tell us about the glass ceiling effect where women have lot of entry level positions but they does not result in leadership possibilities [7]. This situation has big impacts on what Ethiopia has promised to do to reach the Sustainable Development Goals [8] especially Goal 5 on Gender Equality and Goal 8 on Decent Work.

The garment sector is a example because most of its workers are women. Research indicates that women generally 60 to 80% of textile workers worldwide but they are often kept out of managerial roles [9]. In Bangladesh factories men who just as skilled as women get rated 10% higher for leadership positions. [10].

C. Research Objectives

The study goals are:

- List the number of women who are not in leadership roles in HIP.
- Name the exact problems that keep women from moving up in their careers for leadership positions.
- Look at the institutional, social and workplace factors that lead to the glass ceiling.
- Make plans based on facts to help more women get into the leadership roles.
- Help people learn more about how gender works in the manufacturing areas in developing countries.

II. LITERATURE REVIEW

A. Theoretical Framework: Glass Ceiling and Glass Walls

The idea of "glass ceiling" came about in 1980s it talk about invisible hurdles that keep women from getting higher level jobs even when they are completely qualified for those jobs [11]. Wirth makes extremely crucial point about distinction between vertical obstacles like glass ceiling that keeps women from progressing up and horizontal barriers like "glass walls" keep women in certain areas from reaching critical roles in leadership [1]. In manufacturing environments both kinds of barriers work at the same time [2].

Recent study has added "glass cliff" effect means that women who do become leaders often have higher chance of failing because they are put in dangerous situations [7]. Researchers at Ethiopian government offices found that women do not get promoted because of problems with networking, balancing work and family life and they have uneven affirmative action and a lack of political commitment [2]. All of these things make harder for women to get leadership roles.

B. Women in Garment Industry: Global views

The garment business purposefully hires largely women because of beliefs that women are more submissive and willing to do labor for less money [12]. In Bangladesh 85% of the 4 million garment workers are women and in Cambodia 90% of the workers are women [12]. However men still hold most leadership positions because many factory owners think males are better at leadership roles [10].

Research in Bangladesh shows that even when male and female trainees have the same abilities and knowledge managers think men are better leaders confidence 84% for men and 74% for women. It is easy for biases to happen when male employees do things that make situation harder for female bosses to do their jobs properly [10].

The textile industry in Vietnam is a good example of this pattern women make up 74.8% of the workforce but just 30% of management positions [13]. The gender wage gap is 9.3% mostly because of how duties are allotted and the fact that women can not work extra very often because they have to take care of their families and they have lot of household responsibilities [13].

C. Ethiopian Context: Gender and Employment

Ethiopia industrial park strategy focuses on textiles and agro processing as economic transformation engine [14]. However there are serious questions remain about good working conditions especially for women [14]. about 35% of all industrial park workers work in textile and apparel industry [14].

Research from Ethiopian government shows that glass ceiling and glass wall affects make it much harder for women to get management positions. [2]. Problems with networking and balancing work and family life cause problems at all levels of management [2]. Other factors are inconsistent enforcement of affirmative action policies, lack of political commitment and Sometimes women's own internalized desires for traditional gender roles [2].

In Ethiopian local governments most of the time female political leaders are incharge of social services and administration instead of departments that deal with economic development, infrastructure and revenue. This is clear example of glass wall effects [15]. Men still hold most of the top executive positions even in districts where these types of bodies are gender balanced [15].

D. Industrial Parks and Women's Employment Challenges

Industrial parks in developing countries promise job creation but often just reproduce existing gender inequalities in the system. HIP workers face challenges like low wages averaging from 1500 to 2000 Ethiopian Birr monthly they also face problems like poor housing and high living costs [16]. 40% of workers salaries go to living in crowded shared rooms that some people say feel like prisons. [16].

Researchers who follow women who applied for HIP employment found that only 33% of them were still working there after six months. The biggest losses happened in the first three months [17]. The huge turnover shows the difference between what people expected and what they actually got in terms of pay, working conditions and

chances to go up in the company [17]. Women's reservation wages which are what they think fair pay are much higher than real wages. This shows that their work consistently undervalued [17].

The mental health toll is alarming 59.3% of female HIP employees experience work related stress and 79.8% suffer from anxiety [6]. Fears about job security, bad social support, uncomfortable work environments and lack of schooling that makes it hard for them to find other jobs all these factors that contribute in mental health problems [6].

TABLE I COMPARATIVE ANALYSIS OF WOMEN IN GLOBAL GARMENT INDUSTRY

Country/Region	Female Workforce (%)	Female Management (%)	Gender Wage Gap (%)	Key Barriers	Reference
Ethiopia (HIP)	89.0	<5 (estimated)	Not reported	Discrimination, work-life conflict, networking deficits	[6], [14]
Bangladesh	85.0	~15	8.0	Gender bias, subordinate resistance	[10], [19]
Vietnam	74.8	30.0	9.3	Task allocation, overtime limits	[13]
Cambodia	90.0	~10 (estimated)	Not reported	Traditional gender norms	[12]
Global Average	60-80	20-25	10-15	Multiple intersecting factors	[9], [30]

III. METHODOLOGY

A. Research Design

This study used a mixed methods approach integrating quantitative analysis of employment data with qualitative evaluation of organizational structures and policies. The study combines secondary data from a number of different sources such as government reports, university studies, publications from international organizations and paperwork from industrial parks.

B. Data Sources

Our primary data came from:

- The Industrial Parks Development Corporation (IPDC) gives information on HIP jobs.
- There are joint program reports from ILO and UN Women on industrial parks in Ethiopia.
- Researchers have looked into the experiences and results of HIP workers.
- Studies of mental health of HIP women workers.
- Reports from World Bank and other foreign groups.

C. Analytical Framework

Our analysis focused on identifying:

1. Quantitative gaps between the number of women working and number of women in leadership positions.
2. learn about the workplace policies and practices that influence decisions about job promotions.
3. Cultural norms and their influence and affect how people think about gender roles.
4. Study about the structures that make it hard to learn new skills and connect with others in organizations.
5. Effects on mental health and well being from the job on the employees.

To findout how gender affects other things in organizations we used feminist organizational theory and intersectionality frameworks [18].

IV. FINDINGS AND ANALYSIS

A. Workforce Composition and Leadership Gap

Gender inequality shown by HIP which shows women make up 89% of workers (25,757 out of 28,948) but hold very few leadership jobs [6]. This is similar to how global clothing business works where women workers more than men but men are more likely to be in leadership roles than women [9].

TABLE II HAWASSA INDUSTRIAL PARK WORKFORCE COMPOSITION

Employment Category	Total Employees	Female	Male	Female (%)
Total Workforce	28,948	25,757	3,191	89.0
Production/Operators	~27,500	~24,800	~2,700	90.2
Supervisory	~800	~250	~550	31.3
Management	~400	~50	~350	12.5
Executive	~248	~20	~228	8.1

Note: Supervisory, management and executive numbers are estimates based on typical garment industry ratios and available data [6], [14], [17].

What the employment data shows:

- Women make up 89% of workers at operator and production levels.
- They mostly do low skilled and repetitive assembly work.
- Women have very few supervisory roles.
- Most of the people in management and executive positions are male.
- Women earn much less than males for the same work.

TABLE III COMPARATIVE WAGE AND RETENTION DATA

Metric	Value	Source
Average Monthly Wage	1,500-2,000 ETB (\$27-36 USD)	[17]
Housing Cost (% of wage)	40%	[16]
Retention Rate (6 months)	33%	[17]
Retention Rate (1st month)	70%	[17]
Retention Rate (15 months)	22%	[17]
Male Wage Premium (Bangladesh comparison)	8%	[19]
Reservation Wage Gap	Actual wages 30-40% below reservation	[17]

Comparisons with other industrial settings reveal similar patterns. Bangladesh garment factories pay men 8% more even when they are doing the same job [19]. Vietnam has 30% female management despite 74.8% female workforce [13].

B. Barriers to Leadership Advancement

1) Organizational and Structural Barriers

Discriminatory promotion practices: Management still thinks that men are better leaders and strict which is what is needed for supervisory job [10]. Manager recommendations play a big role in promotion decisions which in some cases keeps the bias for men [10].

Limited skills development: Training programs focus on technical production skills rather than leadership, communication and management capabilities [20]. Women do not have access to the mentorship and sponsorship ties that help people to get leadership roles [21].

Not enough career pathways: There are not any clear criteria for promotions or job advancement so decisions are made subjectively and in favor of male candidates in some organizations [2].

2) Work Life Conflicts

Women workers have "double burden" because they are expected to do great at their paid jobs and also they have to take care of their children and do household work [13]. HIP tight schedules and requirement to do extra work if needed go against family duties [16].

Women have to pick between work and family duties if there are not enough facilities for kids it is harder for them [9]. The lack of maternity benefits and family- friendly policies makes the situation much worse [9]. This structural conflict has big impact on married women and mother. making it hard for them to take leadership posts that involve long hours shifts and travel that why lot of organizations choose males for leadership positions [2].

3) Networking and Social Capital Deficits

Big problem is that women do not have easy access to informal networks where leadership chances come from [2]. Men run most management circles which means that women can not get mentorship and sponsorship that they need. [21].

Social standards make it hard for women to go to the networking gatherings after work where important choices are made [2]. Many HIP workers are even more cut off from professional networks since they move from rural to urban areas [16].

4) Gender Bias and Stereotyping

A common way of thinking is "think manager, think male" which means that leadership is seen as naturally male [15]. Even when women show the same or better skills as men their friends and subordinates still doubt their abilities [10].

According to research male subordinates negative views of female managers hurt them by being resistant attitudes and behaviors [10]. As a result women "fail" at leadership not because they are not capable but because they do not have enough help [10].

5) Institutional and Policy Failures

Although Ethiopia has pledged to gender equality and affirmative action but real implementation still not there [2]. Political will and ways to hold people accountable not strong enough to get rid of deep seated biases [2].

HIP does not have any official policies or goals for gender equality, diversity or keeping an eye on how many women are in leadership positions [14]. Women have no way to complain about discrimination if there are no complaint channels [14].

C. Working Conditions and Mental Health Impacts

1) Workplace Stress and Anxiety

The mental health data is very disturbing 59.3% of female HIP employees feel stressed at work and 79.8% feel anxious [6]. What is causing this:

- Worries regarding job security.
- Uncomfortable working environments.
- Poor social support systems.
- Limited education that makes it hard to get other job opportunities.
- Financial problems caused by low income and high costs of living.

TABLE IV MENTAL HEALTH AND WORKPLACE CONDITIONS AT HIP

Mental Health Indicator	Prevalence (%)	Risk Factors	Reference
Work-related Stress	59.3	Job insecurity, poor environment, low support	[6]
Anxiety	79.8	Financial pressure, limited mobility	[6]
Depression (estimated)	35-45	Isolation, poor working conditions	[6], [16]
High-risk Group	Highest in age 24, unmarried, urban, low education	Intersection of vulnerabilities	[6]

TABLE V DEMOGRAPHIC FACTORS ASSOCIATED WITH STRESS AND ANXIETY

Demographic Factor	Stress Prevalence	Anxiety Prevalence	Significance
Age (≤ 24 years)	Higher	Higher	Youth vulnerability
Marital Status (Unmarried)	Higher	Higher	Limited social support
Residence (Urban)	Higher	Higher	Higher living costs
Education (Lower levels)	Higher	Higher	Limited alternatives
Migration Status (Rural-Urban)	Higher	Higher	Social isolation

Younger workers around age 24, unmarried women, urban residents and those with lower education show the highest stress and anxiety levels [6]. The combination of unstable jobs, few chances for promotion and tough working conditions puts a lot of stress in people's minds. [6].

2) Wage Inadequacy and Economic Vulnerability

Workers at HIP get paid between 1,500 and 2,000 Ethiopian Birr (\$27 to \$36 USD) a month which is much less than what they think reasonable. [17]. They spend around 40% of their income on housing alone which does not leave them with much money for food, healthcare or their own and their children education [16].

This economic vulnerability limits women's ability to invest in skills development, networking or other career advancement strategies. It also makes them more dependent on their jobs which makes them less able to negotiate and make them less likely to speak out against unfair treatment. [16].

3) High Turnover and Employment Precarity

Only 33% of female workers remain employed six months after starting and 30% quit their jobs in just first month [17]. Only 22% of them still working at the same factory after 15 months [17]. This much high turnover reflects:

- Huge gaps between expectations and reality of jobs
- Pay that does not meet living expenses
- Difficult working conditions
- Limited opportunities for promotion

Women find it more difficult to gain experience required to be considered for promotions due to the high turnover [17]. It also demonstrates that there are significant issues with job quality that have impact on retaining employees and helping them advance in their careers [17].

TABLE VI BARRIERS TO WOMEN'S LEADERSHIP ADVANCEMENT AT HIP

Barrier Category	Specific Barriers	Impact Level	Evidence Source
Organizational	Discriminatory promotion practices	High	[10], [14]
	Lack of transparent criteria	High	[2], [21]
	Limited skills development	High	[20], [21]
	Inadequate career pathways	High	[2], [14]
Work-Life	Double burden expectations	Very High	[13], [16]
	No childcare facilities	High	[9], [16]
	Inflexible schedules	High	[16]
	Lack of maternity benefits	High	[9]
Social Capital	Networking deficits	High	[2], [21]
	Male-dominated circles	High	[21]
	Rural-urban migrant isolation	Medium	[16]
Cultural	"Think manager-think male" bias	Very High	[10], [15]
	Gender stereotyping	Very High	[10], [15]
	Subordinate resistance	High	[10]
Institutional	Inconsistent policy implementation	High	[2], [14]
	Lack of accountability	High	[2], [14]
	No grievance mechanisms	Medium	[14]
Economic	Low wages (1,500-2,000 ETB)	Very High	[17]
	High turnover (67% in 6 months)	Very High	[17]
	Economic vulnerability	High	[16], [17]

D. COVID-19 Pandemic Impacts

HIP hit hard by the pandemic. In April 2020, about 14,000 workers or we can say half of the production staff told not to come to work [22]. Firms hit hard by order cancellations their production drop by an average of 56% [22]. Women hit the hardest, losing their jobs, having to move back to rural places and not having enough food on table for their families [22]. The crisis showed how weak women workers are and how there are no safety nets and the lack of sufficient employer support during economic downturns [22].

TABLE VII COVID-19 PANDEMIC IMPACT ON HIP OPERATIONS

Impact Metric	Value	Details
Workers Affected	14,000 (50% of workforce)	Asked not to work in April 2020
Production Volume Decrease	56% average	Due to order cancellations
Primary Impact on Women	Employment loss, return migration, food insecurity	Disproportionate effects
Recovery Period	Extended	Highlighted systemic vulnerabilities

V. DISCUSSION

A. Intersectionality of Barriers

Women at HIP confront multiple challenges that make it hard for them to get ahead. These include being a woman, moving from a rural area to a city, having a poor level of education, being young and being in bad financial situation [18]. These elements interact with each other instead of working alone therefore full interventions must address many areas at once.

The migrant status of most HIP workers need special attention. Women come from rural areas with little experience working in factories and little knowledge of how factories work [16]. This isolation makes other problems worse like not being able to network and being easy to take advantage of in the organizational structure.

B. Implications for Industrial Development Policy

Ethiopia industrial park strategy aims to create jobs and develop skills that support economic transformation [3]. But these programs only make existing gender inequalities worse instead of trying to change them they could make women even less powerful while claiming to help them get jobs.

Real industrial growth involves more than just job creation it needs quality employment with progression prospects, reasonable compensation and equitable treatment [23]. gender blind industrialization plans that do not include leadership representation keep current imbalances continue even they improve formal sector employment. [23].

C. Business Case for Women's Leadership

Research shows having leaders of different genders regularly helps organization make better decisions come up with new ideas keep employees longer and build a stronger reputation [24]. When there are lot of women working in garment factories in these factories female supervisors are often more successful because they understand the problems their employees having and can communicate better [10].

Promoting more women into leadership roles at HIP could cut down the 67% turnover rate within six months which slows down work and raises training costs. [17]. women managers might be better at dealing with the things that make women leave their jobs like harassment at work, rigid schedules and lack of a system that help balancing work and family life. [17].

D. Comparison with Regional Contexts

HIP challenges mirror patterns across South and Southeast Asian garment industries. Bangladesh one of the first places to make ready-made clothes but there are still big pay gaps around 8% between men and women differences in leadership [19]. Vietnam shows similar patterns with 30% female in management positions despite 75% female workforce [13].

But certain projects show that development is possible. It seems like a good idea to train supervisors in Bangladesh to teach both soft skills like communication and hard abilities like computer programming. This could help more women become leaders [25]. Vietnam sector skills initiatives contain specific planning for gender-sensitive training and creating job paths for women [13].

Ethiopia can learn from both successes and failures in regional context, adapting interventions to fit local cultural and institutional conditions while avoiding known problems.

TABLE VIII SUMMARY OF KEY FINDINGS

Finding Category	Key Statistics	Implications
Workforce Representation	89% female (25,757 of 28,948)	Extreme gender concentration at entry level
Leadership Gap	<5% in management/executive roles	Severe glass ceiling effect
Mental Health	59.3% stress, 79.8% anxiety	Poor working conditions impact
Economic Status	1,500-2,000 ETB monthly (\$27-36)	Wage inadequacy and vulnerability
Housing Burden	40% of income	Limited resources for advancement
Retention Crisis	Only 33% remain after 6 months	High turnover undermines career progression
First Month Attrition	30% quit	Immediate dissatisfaction with conditions
Long-term Retention	22% remain at 15 months	Unsustainable employment model
COVID-19 Impact	50% workforce affected	Systemic vulnerability exposed

Barriers Identified	6 major categories, 20+ specific barriers	Multi-dimensional intervention needed
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VI. RECOMMENDATIONS

A. Organizational-Level Interventions

1) Affirmative Action Policies

Set essential goals for number of women in management and supervisory jobs. Start with goals that can be attained like 40% within three years and then increase bar from there [20]. When mixed with help in developing skills and quota systems are good way to break up deeply rooted bias [10].

Make the rules for promotions clear and focus on proven skills instead of subjective evaluations that could be biased against women [21]. Set up ways for managers to be held accountable so they really have to deal with the consequences of not developing and promoting qualified women.

2) Mentorship and Sponsorship Programs

Create formal programs that connect women who want to work with experienced leaders both men and women, who can give them advice, advocate for them and help them make connections [20]. Sponsorship is more than just mentorship because it requires senior leaders to actively support their follower's progress instead of just giving them advice [21].

Set create women's leadership networks inside HIP to help women support each other, share knowledge and work together to solve problems that affect all of them [20]. connecting HIP women to professional groups at the regional and national levels to provide them more chances outside of their own factories and organizations.

3) Comprehensive Training Programs

Create training that teaches both hard and soft skills, including as communication, dispute resolution and team leadership as well as promoting awareness of gender equality [25]. Research shows that soft skills training alone can effectively prepare women for supervisory roles [25].

Implement succession plan that finds high potential female employees early on and gives them special training to get ready for leadership positions [21]. Offer flexible schedules and help with childcare and payment for training time to make training more accessible to women.

4) Family-Friendly Policies

To ease the double burden on women and allow them to fully participate in work and advancement activities childcare services should be set up onsite or subsidized [9]. Set up flexible scheduling options, parental leave rules and help for new mothers who want to go back to work.

Instead of punishing workers especially women for taking care of children we have to make the workplace a place where family duties are respected [13]. Show this respect by being good leaders and making clear policy statements.

B. Institutional and Policy-Level Interventions

1) Government Regulation and Monitoring

Ethiopia Industrial Parks Development Corporation (IPDC) should require park operators to meet gender equity standards in order to get license to run a park [14]. make it mandatory to report things like demographics of workforce, promotion rates, wage inequalities and how well gender policies are being followed every year with real penalties for not doing so.

Indicators of gender equality should be added to frameworks used to judge success of industrial parks along with measures of productivity and exports [3]. Give awards, extra funding or other incentives to parks that show leadership is helping women go up in their careers.

2) Research and Knowledge Generation

Encourage comprehensive research including experimental testing of solutions that demonstrates how gender roles function in Ethiopian industrial parks [5]. Build a body of evidence that goes beyond anecdotal or advocacy based suggestions to help improve policies and practices.

Set up systems for keeping eye on women job paths over time and figuring out exactly where they run into problems and reasons why they not able to get leadership positions [17]. Use this information to make sure that solutions go exactly where they are needed the most.

3) Multi Stakeholder Collaboration

Hold regular talks with the government, factory management, worker groups, foreign brands and civil society to work together to solve problems related to gender equality [14]. Use the power of foreign brands in the supply chain and their promises of social duty to push factories to do better [12].

Work with international groups like the ILO, UN Women and the World Bank which can help you with technical issues, money and knowledge about best practices around the world. [14]. Learn from solutions that worked well in similar situations while making changes to fit the needs of Ethiopia.

C. Sociocultural Interventions

1) Awareness and Advocacy Campaigns

Do public education that fights the assumption that "think manager, think male" and shows how capable women are as leaders [15]. Change people minds about what are acceptable gender roles in industrial jobs by using mass media, social media and community involvement.

Recognize and promote successful female leaders from HIP and other industries as role models who can encourage other women and show them what is possible [26]. Women can move up in their jobs and feel like there are fewer barriers when women are seen as leaders in organizations.

2) Educational Interventions

Work with schools and vocational training centers to get young women ready for manufacturing jobs that have clear paths to leadership [13]. Give people information about job openings, the skills they need and the career options that goes against the idea that factory work only leads to dead ends.

Offer literacy and continuing education programs to present workers who do not have formal schooling. This will remove barriers that keep people from being considered for promotion [6].

TABLE IX RECOMMENDED INTERVENTIONS AND EXPECTED OUTCOMES

Intervention Type	Specific Actions	Expected Outcomes	Timeline	Priority
Affirmative Action	40% female representation targets	Increased women in leadership	3-5 years	Critical
	Transparent promotion criteria	Reduced bias in advancement	1-2 years	Critical
	Accountability mechanisms	Manager compliance	1-2 years	High
Mentorship Programs	Formal pairing systems	Enhanced networking	2-3 years	High
	Women's leadership networks	Peer support structures	1-2 years	High
	Male champion involvement	Cultural shift	2-4 years	Medium
Training	Soft skills + technical training	Leadership readiness	Ongoing	Critical
	Succession planning	Pipeline development	2-3 years	High
	Gender equity awareness	Consciousness raising	1-2 years	High
Family-Friendly	On-site childcare facilities	Work-life balance	1-2 years	Critical
	Flexible scheduling	Reduced turnover	1 year	High
	Parental leave policies	Retention improvement	1 year	High
Government	Mandatory equity standards	Industry compliance	2-3 years	Critical
	Performance indicators	Accountability	1-2 years	High
	Multi stakeholder dialogue	Collaborative solutions	Ongoing	High
Cultural Change	Public awareness campaigns	Stereotype reduction	3-5 years	Medium
	Role model visibility	Inspiration	Ongoing	Medium
	Educational partnerships	Pipeline preparation	3-5 years	Medium

VII. CONCLUSION

This study looked into the "glass ceiling" effect at Hawassa Industrial Park (HIP) and found a clear difference between the fact that women are more likely than men to work in factories and the fact that they are still not in leadership positions. Even though women make up majority of the workforce they are still underrepresented in supervisory and leadership roles. This is because of the old structural and institutional hurdles.

The results show that women can not move up in their careers because of unfair promotion practices, limited access to training and mentorship, traditional gender roles that affect work life, weak professional networks and policies that do not implement gender equality well enough. This especially hard for young and low educated rural migrant women who make up most of HIP work force. The results show that creating jobs is not enough to achieve inclusive industrial growth if existing institutional and organizational inequality is not fixed.

We must collaborate to alter institutional responsibility, organizational procedures and social and cultural norms in order to eliminate the glass ceiling. By lowering employee turnover, increasing productivity and improving relationships at work these actions can help women advance in workforce and enhance business success.

Overall, this study shows that gender equality is not mandatory but a necessary part for long term industrial growth that benefits everyone.

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