

# Review on “Ideal Characteristics of Managers in Manufacturing Companies”

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## Abstract

This is a review article for Porath, U. (2023) Ideal Characteristics of Managers in Manufacturing Companies. *Modern Economy*, 14, 1029-1057. doi: 10.4236/me.2023.148054.

## Keywords

Review

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## 1. Introduction

The article “Review”: Ideal Characteristics of Managers in Manufacturing Companies,” by Porath, U., explores vital attributes managers should have, especially in a manufacturing enterprise. Managers in the modern business world focus on shaping a company’s progress. This piece examines prevailing theoretical stances and relevant research to ascertain more about the managers’ ideal qualities, specifically in a manufacturing setting. It also presents a holistic model that provides managerial role-related know-how by evaluating numerous metrics of administrative efficiency, including interpersonal competencies, technical proficiency, decision-making strategies, communication expertise, and leadership styles (Porath, 2023: p. 1044). Besides, the presented source emphasizes the impacts of such features on diverse aspects of a company’s performance, such as overall productivity, efficiency, and employee engagement. Through their insights, the authors highlight the connection between manufacturing excellence and managerial traits. They also provide policymakers, researchers, educationists, and practitioners with important information that otherwise enhances sustainable competitive advantage and optimizes managerial performance in the organizational context.

## 2. What the Article Is about

This article ascertains the vital qualities and traits determining successful or valuable managers in manufacturing enterprises. It evaluates the existing theoretical standpoints and research to disclose leaders' versatile responsibilities in guaranteeing operation effectiveness (Porath, 2023: p. 1039). The production sector forms an essential platform for global economic prowess, and managers are mandated to coordinate its complex workforce management, resource allocation, and production. The article elucidates suitable features that enhance managers' general efficiency in actualizing manufacturing accomplishment.

The article's primary idea entails recognizing and grouping the attributes that categorize excellent managerial traits in a manufacturing organization. To attain this perspective, the authors explore numerous organizational effectiveness-related dimensions (Porath, 2023: p. 1046). These metrics typically include comprehensive spectrums like interpersonal competencies, technical understanding, decision-making acumen, communication proficiencies, and leadership techniques. Furthermore, it delves deeply into the connection between these ideal managerial characteristics and their impact on broader organizational dynamics. It investigates the effects of these attributes on employee engagement, productivity levels, and the principal performance metrics of manufacturing companies (Porath, 2023: p. 1049). The findings underscore the profound significance of managers who navigate a hybrid landscape of technical and practical leadership skills. Among the leadership styles highlighted, transformational and participative leadership are particularly impactful approaches within manufacturing.

Effective communication is another significant aspect broadly discussed in the article's narrative. The research underscores the pivotal role of solid communication skills as a prerequisite for effective managers (Porath, 2023: p. 1048). The ability to convey complex technical information clearly and foster open communication channels is vital in ensuring a cohesive and collaborative work environment. Adaptability and proficient problem-solving capabilities are also non-negotiable attributes that managers must possess to navigate the dynamic manufacturing landscape effectively. The article provides valuable insights for organizational decision-makers and leaders regarding practical implications (Porath, 2023: p. 1034). It underscores the importance of organizations prioritizing the recruitment, development, and rigorous training of managers who epitomize these ideal characteristics. Incorporating technical expertise with transformative leadership attributes is a strategic pathway to strengthen manufacturing operations and secure a sustainable competitive edge in the industry.

Despite the comprehensive nature of the study, the article acknowledges that unexplored aspects remain suitable for further exploration. The contextual factors that influence the applicability and efficacy of these ideal managerial characteristics within diverse manufacturing settings present a promising avenue for future research. This article significantly contributes to an enhanced comprehension of the perfect elements that define effective managers in manufac-

turing companies (Porath, 2023: p. 1039). By carefully analyzing the many facets of managerial effectiveness and highlighting their ripple effects, it guides leaders who want to improve organizational performance and direct their organizations toward manufacturing excellence. As the manufacturing sector continues to evolve, this research serves as a guiding compass, navigating the field of administrative manufacturing that proves indispensable in this dynamic sector.

Porath discusses practical insights for organizational leaders and decision-makers, underscoring organizations' urgency to prioritize the recruitment, cultivation, and rigorous training of managers who embody these ideal characteristics. The fusion of technical proficiency with transformative leadership qualities is presented in the paper as a strategic pathway to fortify manufacturing operations and secure a lasting competitive advantage in the sector (Porath, 2023: p. 1038). The article acknowledges the unexplored research that warrants further investigation. The contextual aspects that influence the applicability and potency of these ideal managerial traits within diverse manufacturing contexts present a fertile avenue for future inquiry. This article substantially outlines the exemplary characteristics defining remarkable managers in manufacturing companies. The paper is a guiding beacon for practitioners, researchers, and policymakers to optimize organizational performance and steer their organizations toward manufacturing eminence as it dissects the various dimensions of managerial efficacy and spotlights their effects (Porath, 2023: p. 1039). As the manufacturing landscape continues to evolve, this research stands as a compass, navigating the terrain of organizational attributes that prove indispensable in steering the course of the manufacturing sector.

### 3. Objectives

This article's objectives are intertwined with its overarching mission to contribute substantively to managerial studies within the manufacturing domain. It bridges the gap between theoretical insights and practical applications through digital leadership, equipment compatibility, harmonization of business processes, and capital investment (Porath, 2023: p. 1044). It appreciates the managers' multifaceted role in driving manufacturing success by presenting a comprehensive framework of the attributes that encapsulate managerial effectiveness. Furthermore, it initiates meaningful communication and discourse surrounding administrative practices, stimulating further research exploring the uncharted studies of managerial efficacy in diverse manufacturing contexts. The article acts as a cornerstone in the manufacturing sector, guiding practitioners in pursuing optimal organizational performance while motivating researchers to delve deeper into the complexities of effective management within manufacturing companies (Porath, 2023: p. 1045). The article stands as a testament to the nuanced interplay between theory and practice, contributing to the ongoing evolution of managerial excellence within the dynamic realm of manufacturing operations as it aligns its goals and objectives with a broader vision of enriching the academic

landscape and enhancing real-world practices.

This paper focuses on a comprehensive journey to create the multifaceted dimensions of practical managerial attributes within manufacturing companies. Guided by well-defined goals and objectives, it examines the core qualities that set exceptional managers apart and their implications for organizational performance (Porath, 2023: p. 1043). It meticulously identifies and synthesizes the ideal characteristics defining effective managers in manufacturing companies. The article identifies what makes a manager thrive in the dynamic landscape of manufacturing operations by conducting a thorough literature review and delving into diverse theoretical perspectives. It presents a comprehensive catalog of these attributes, shedding light on the competencies that define managerial excellence.

Simultaneously, the article comprehensively explores managerial effectiveness in manufacturing companies. The objective here is not limited to a cursory overview but rather a deep dive into various dimensions that collectively shape an effective manager. These dimensions encompass various critical aspects, spanning leadership styles, communication proficiencies, decision-making aptitude, technical knowledge, and interpersonal skills (Porath, 2023: p. 1044). Through this all-encompassing exploration, the article presents a holistic understanding of managers' unified roles in developing successful manufacturing endeavors. It unveils the sophisticated interplay between these ideal managerial characteristics and their far-reaching impact on broader organizational dynamics. This objective entails carefully examining how these attributes resonate across administrative facets. It delves into the profound implications for employee engagement, productivity benchmarks, and the overall performance metrics that summarize the essence of manufacturing companies (Porath, 2023: p. 1045). This article underlines the significance of managerial qualities in driving manufacturing success by establishing a strong correlation between practical managerial attributes and positive organizational outcomes.

This article is intrinsically linked to managerial effectiveness, underscoring the importance of leadership styles and communication skills within manufacturing contexts. A key objective here is to highlight the differential impact of various leadership paradigms. It highlights transformational and transactional leadership as potential approaches within the manufacturing landscape (Porath, 2023: p. 1041). Moreover, the article emphasizes the pivotal role of robust communication skills. Effective communication, the cornerstone of a successful business, is essential for fostering a collaborative work environment and ensuring the seamless dissemination of complex technical information. The article is firmly rooted in practical implications, guiding organizational practitioners, leaders, researchers, and policymakers alike (Porath, 2023: p. 1039). The journal reveals that managerial characteristics are not merely abstract concepts but tangible attributes that can be harnessed for organizational success. As such, it underscores the urgency for organizations to prioritize the recruitment, nurturing, and rigorous training of managers who embody these qualities. Organizations can

fortify manufacturing operations by merging technical expertise with transformative leadership attributes and securing a competitive advantage in the dynamic sector.

While the article is exhaustive in its exploration, it recognizes the unexplored aspects that call for further scholarly investigation. In this case, it sets the objectives, suggesting future research avenues. The article acknowledges that the effectiveness of ideal managerial attributes can be influenced by contextual factors specific to diverse manufacturing settings. Thus, it encourages scholars to delve deeper into the interplay of organizational details within varied manufacturing contexts, enriching the knowledge in the manufacturing sector (Porath, 2023: p. 1035). This article's multifaceted goals and objectives encompass the meticulous identification and synthesis of ideal managerial attributes, the comprehensive exploration of managerial effectiveness dimensions, the examination of their impact on organizational performance, the emphasis on leadership styles and communication skills, explanation of practical implications, the proposal of future research directions, and the overall contribution to the understanding of managerial effectiveness in manufacturing companies. The article offers practitioners, researchers, and policymakers' valuable insights through these holistic pursuits, enhancing manufacturing operations and catalyzing organizational success.

## **4. Contributions Made to Knowledge**

### **4.1. Understanding of Existing Knowledge**

This article contributes to a crucial role in managerial research within manufacturing companies by effectively integrating and synthesizing an extensive array of prior studies. The paper constructs a holistic and in-depth portrayal of the current knowledge landscape within this domain through a methodical examination of diverse facets of managerial practices. By proficiently reviewing and analyzing the multifaceted dimensions of organizational effectiveness, the paper enhances understanding and provides a valuable resource for scholars, practitioners, and administrative decision-makers (Porath, 2023: p. 1053). This comprehensive synthesis aids in identifying patterns, trends, and disparities across the existing research, shedding light on the similarities and differences in managerial characteristics. As a result, the article contributes to refining existing theories, pinpointing potential avenues for future exploration, and facilitating more informed administrative practices within the complicated context of manufacturing companies.

### **4.2. Identification of Ideal Managerial Characteristics**

Porath's paper identifies and thoroughly analyzes the optimal managerial attributes crucial for success within manufacturing enterprises. By meticulously assessing these traits, the article equips organizations with a well-defined comprehension of the most influential qualities in fostering operational efficacy and attaining overarching corporate objectives. This insight serves as a valuable ru-

bric for managerial selection, development, and refinement strategies, enabling companies to align their leadership criteria that can transform the manufacturing environment (Porath, 2023: p. 1045). The article's discerning analysis empowers organizations to streamline their managerial recruitment and training efforts, thereby cultivating a workforce with traits proven to drive innovation, collaboration, and productivity in the manufacturing context. Identifying pivotal organizational characteristics forms an essential connection between theory and practice, furnishing actionable insights that can shape leadership models and inform strategic decisions to optimize performance within manufacturing companies.

### **4.3. Contribution to Enhanced Understanding of Leadership Practices**

This article enriches the scholarly landscape by delving comprehensively into various leadership paradigms that provide effectiveness in the dynamic setting of manufacturing environments. It accurately explores leadership styles, including the transformative and participatory models, which have demonstrated their potency in this context. This exploration stimulates a heightened comprehension of how distinct leadership modalities can function as catalysts for staff motivation, innovation incubation, and amplification of productivity within the intricate fabric of manufacturing teams (Porath, 2023: p. 1044). By discerningly dissecting the intricacies of these leadership approaches, the article clarifies the mechanisms through which leaders can inspire, empower, and galvanize their teams. This revelation bridges theoretical constructs with practical applications and furnishes organizational decision-makers with valuable insights into aligning leadership strategies within the dimensions of manufacturing difficulties (Porath, 2023: p. 1039). The article's scrutiny of diverse leadership styles contributes to the understanding of profound impact, underscoring their potential to act as pivotal drivers of success within manufacturing enterprises.

### **4.4. Impact on Employee Engagement and Productivity**

The article's comprehensive examination of the correlation between managerial attributes and their repercussions on employee engagement and productivity constitutes a pivotal contribution. By delving into this complicated relationship, this paper unveils critical insights into how managers can cultivate a work setting that nurtures positivity. This newfound understanding holds profound implications for augmenting employee contentment, curtailing turnover rates, and ultimately increasing manufacturing outputs (Porath, 2023: p. 1045). The information from the article guides managerial practices in crafting an environment characterized by empowerment, open communication, and recognition, which significantly promote engagement and productivity. Such an environment elevates morale and commitment and crystallizes tangible gains, propelling manufacturing endeavors toward enhanced efficacy and operational efficiency. Thus, it stands as a pillar for managers seeking to harness the influential connection

between their characteristics and creating a workplace that optimally fuels employee satisfaction and amplifies overall manufacturing performance.

#### **4.5. Contribution to Decision-Making and Problem-Solving**

The article contributes to managerial decision-making competencies and problem-solving abilities that enrich our comprehension of their pivotal role. Shedding light on this aspect emphasizes the crucial value of corporate skills in maneuvering through manufacturing intricacies. This augmented understanding offers valuable insights into how managers can proficiently address multifaceted challenges endemic to the manufacturing landscape and successfully arrive at solutions to the organization's advantage (Porath, 2023: p. 1039). The article effectively bridges theoretical constructs with practical implications, guiding managers toward approaches that align with the intricate demands of the manufacturing sector. This attention to decision-making and problem-solving also underscores the profound influence of managerial knowledge on operational efficiency, innovation cultivation, and risk mitigation within manufacturing companies. This article stands as a beacon, illuminating pathways for managers to navigate the convoluted terrains of decision-making and problem-solving in a manner that optimally serves the organization's overarching objectives.

#### **4.6. Integration of Technical Knowledge and Leadership**

This article contributes to technical proficiency and leadership competencies and recognizes the distinct requisites within manufacturing enterprises. This recognition underscores the imperative of harmonizing the intricate tapestry of technical understanding with the artistry of leadership skills. In doing so, the article advocates for a symbiotic relationship between technological know-how and strategic leadership, catering to the distinctive challenges of manufacturing entities (Porath, 2023: p. 1036). This integration acts as an educational guideline for organizations, enabling them to discern, cultivate, and empower managers who can seamlessly traverse the divide between the operational intricacies of technology and the visionary realm of leadership. By bridging this gap, organizations can actualize enhanced operational efficiency, innovation infusion, and harmonious alignment of tactics with overarching strategies. The article is a guidepost for selecting and developing managerial talent poised to create success within manufacturing companies by fusing technical skills and strategic leadership knowledge.

#### **4.7. Promotion of Adaptability, Flexibility, Work Environment, and Organizational Culture**

The article's attention to adaptability and proficient problem-solving as exemplary managerial traits spotlights its indispensability in the context of ever-evolving manufacturing landscapes. This acknowledgment underscores the intrinsic demand for managers with the understanding to navigate shifts in



market dynamics, technological advancements, and unanticipated scenarios (Porath, 2023: p. 1039). The article's contribution echoes the significance of managers who can steer their teams and organizations toward resilience and success despite the manufacturing sector's unpredictable challenges. Furthermore, the article's illumination of the role of managers in nurturing a positive work environment resonates as a crucial insight. It demonstrates how managers can become architects of collaborative, creative, and committed workspaces by underscoring the profound relationship between managers' actions and organizational culture (Porath, 2023: p. 1043). This awareness is critical to fostering a workplace wherein employees thrive, contribute optimally, and remain engaged. Through adept leadership, managers can shape the organizational ethos, fostering a sense of belonging, open communication, and a shared sense of purpose. This situation creates a virtuous cycle such that a positive culture propels innovation, employee satisfaction, and productivity, yielding tangible benefits for both individuals and the organization.

#### **4.8. Contribution to Strategic Recruitment and Development**

The article's advocacy for strategic recruitment and intentional development of managers endowed with ideal characteristics offers a practical roadmap for organizations operating within the manufacturing realm. This insight translates into tangible benefits by guiding companies to curate systematic approaches to attract, nurture, and retain managerial talent that resonates with the distinct difficulties of the sector. The article's recommendations stand as a beacon for organizations seeking to align their human resource strategies with the intricacies of manufacturing environments, ensuring that managers possess the requisite traits to steer teams through complex challenges (Porath, 2023: p. 1036). By emphasizing these ideal characteristics, organizations can craft tailored training and development initiatives that equip managers with the skills and knowledge needed to excel in manufacturing. Furthermore, strategically recruiting individuals embodying these traits strengthens leadership effectiveness and augments organizational resilience and innovation (Porath, 2023: p. 1044). It allows strategic managerial recruitment and development to bridge theory with practicality, furnishing organizations with actionable insights to proactively mold and enhance their leadership capabilities in ways that synergize with the unique demands of the manufacturing sector.

#### **4.9. Sustainable Competitive Advantage**

This article's discussion on ideal managerial characteristics as a source of sustainable competitive advantage resonates profoundly with the strategic requirements of leadership within manufacturing enterprises. This recognition underscores managers' pivotal role in organizational success and longevity (Porath, 2023: p. 1045). By accentuating the relationship between leadership qualities and sustainable competitive advantage, the article provides a strategic compass for



organizations aiming to develop a distinctive niche within the fiercely competitive manufacturing arena. Practical managerial attributes influence operational efficiency and employee engagement and catalyze innovation and adaptability—attributes essential for sustaining a competitive edge. The article’s contribution guides organizations to consciously harness and align these managerial attributes with their overarching business strategies. This integration enables organizations to differentiate themselves by offering unique value propositions underpinned by exceptional leadership. Its perspective underscores the profound impact of managerial skills on an organization’s competitive landscape (Porath, 2023: p. 1032). It directs organizations towards leveraging these attributes as strategic assets, enhancing their capacity to navigate challenges, seize opportunities, and establish a sustainable position of advantage in the complex and ever-evolving manufacturing world.

#### **4.10. Guidance for Further Research**

This article’s call for continued research shows how ideal managerial characteristics can be implemented in complex automated manufacturing environments. These explorations could show how these organizational attributes manifest differently in distinct manufacturing environments, high-tech industries, traditional manufacturing sectors, and emerging markets (Porath, 2023: p. 1050). By emphasizing the imperative of delving deeper into the intricate interplay between optimal managerial traits and the complicated array of automated manufacturing contexts, the article establishes a foundation for future inquiries that could unveil nuanced insights. These investigations might elucidate how these managerial attributes manifest uniquely within complex automated manufacturing settings, encompassing intricate automated industries, conventional manufacturing domains, and emerging markets (Porath, 2023: p. 1050). Such investigative approaches unveil concealed dynamics, disclosing optimal practices and elucidating strategies customized to the demands of specific contexts. This is a guiding light for enterprises aiming to calibrate their managerial selection, cultivation, and leadership methods to harmonize effectively with their manufacturing niches’ distinctive challenges and opportunities. The call for further exploration of contextual elements signifies an open invitation for scholars to embark on an intellectual odyssey capable of unearthing deeper strata of comprehension within the multifaceted realm of managerial traits and their influence in intricate automated manufacturing landscapes.

#### **4.11. Practical Implications**

The paper’s delivery of actionable insights and prescriptive recommendations holds profound practical implications for practitioners and policymakers in the manufacturing sector. Its contribution is a valuable resource, providing direction for making informed decisions across various domains. The article equips practitioners with a blueprint to refine managerial recruitment processes, ensuring

alignment with the ideal characteristics that drive success within the manufacturing landscape (Porath, 2023: p. 1044). Additionally, its insights guide in designing targeted training initiatives, nurturing managers who can accurately navigate the industry's intricacies. On the other hand, policymakers can draw from the article to inform broader strategies that foster a conducive environment for effective managerial leadership. The article's recommendations can aid in shaping policies that stimulate innovation, productivity, and competitiveness within manufacturing sectors (Porath, 2023: p. 1046). It bridges the gap between academia and practice, furnishing tangible takeaways that practitioners and policymakers can leverage to enhance managerial effectiveness, cultivate leadership talent, and shape strategies that resonate with the unique demands of manufacturing organizations.

## 5. Identifying Gaps in the Field

This article identifies gaps in the manufacturing field and areas for further research. This section delves into how the paper pinpoints these gaps, suggesting potential avenues for future research. One of the critical ways it identifies gaps in the field of manufacturing is by emphasizing the need for contextual understanding (Porath, 2023: p. 1044). While the review highlights various ideal characteristics that managers should possess, it recognizes that the relevance and effectiveness of these characteristics might vary in different manufacturing settings. The article raises questions about how cultural, organizational, and industry-specific factors might influence the manifestation of these characteristics. This recognition underscores a notable gap, like the lack of comprehensive research on how context shapes the ideal qualities of manufacturing managers (Porath, 2023: p. 1048). Further studies are warranted to investigate how different manufacturing environments, from small-scale operations to large multinational corporations, impact the application and importance of these managerial traits.

Furthermore, the article identifies a gap regarding the dynamics between managerial characteristics and evolving technological advancements in manufacturing. With Industry 4.0 technologies shaping modern manufacturing landscapes, the role of managers is subject to transformation (Porath, 2023: p. 1044). The review highlights the significance of technical knowledge as one of the ideal characteristics without extensively delving into how emerging technologies might alter the skill sets and attributes required for effective management. The review also identifies a need for more nuanced investigations into the relationship between managerial characteristics and specific organizational outcomes. While the article acknowledges the impact of these traits on employee engagement, productivity, and organizational performance, it primarily provides a broad overview of how the current manufacturing world operates (Porath, 2023: p. 1030). There is an opportunity for researchers to conduct more targeted studies, dissecting the causal links between, for instance, communication skills and

employee satisfaction or transformational leadership and innovation within manufacturing companies. Such research provides actionable insights for organizations seeking to optimize their managerial practices.

The review hints at a gap related to the dynamic nature of the manufacturing landscape. It is suggested that further research is needed to explore how these ideal managerial characteristics evolve in response to changing market conditions, competitive pressures, and societal expectations (Porath, 2023: p. 1050). The article acknowledges that what constitutes an effective manager might not remain static and could shift in response to external forces. Thus, longitudinal studies that track how managerial characteristics adapt in tandem with the manufacturing industry's evolution would offer valuable insights into the long-term sustainability of these traits. The article effectively identifies gaps within the field of manufacturing management by calling attention to the contextual variations in the relevance of ideal managerial characteristics, the impact of technological advancements, the need for more specific outcome-oriented research, and the dynamic nature of administrative requirements (Porath, 2023: p. 1047). Addressing these gaps through future research endeavors would contribute to a more comprehensive understanding of effective management in manufacturing companies and provide practical insights for organizations striving for excellence in their managerial practices amidst a rapidly changing industrial landscape.

Moreover, the article brings attention to a gap related to the integration of sustainability practices into the skill set of manufacturing managers. As the global focus on environmental sustainability intensifies, there is a growing need for managers who can navigate the complexities of sustainable manufacturing practices (Porath, 2023: p. 1045). While the review touches on the importance of fostering a positive work environment, it could delve deeper into how managers can champion sustainable initiatives, drive resource efficiency, and promote eco-friendly processes. Exploring how these qualities align with the emerging demands for sustainable manufacturing leadership would provide insight into how managerial characteristics can adapt to address contemporary challenges. Furthermore, the article hints at a gap concerning diversity and inclusion in manufacturing management. While interpersonal skills are highlighted, there is room for a more thorough examination of how managers can create diverse and inclusive workplaces within the often male-dominated manufacturing industry (Porath, 2023: p. 1030). Research could explore how inclusive leadership styles and effective communication can contribute to breaking down traditional barriers and promoting gender and ethnic diversity among managerial ranks. By addressing this gap, the manufacturing sector could better position itself for a future that values diverse perspectives and experiences.

## **6. Personal Reflection**

This article has transformed my knowledge as it provides a comprehensive and

insightful exploration of managers' crucial role in the manufacturing sector. Through a thorough literature review, the paper identifies critical managerial characteristics necessary for effective leadership and operational excellence within manufacturing companies. Reflecting on this article, it becomes evident that the research makes valuable contributions to academic understanding and practical application in manufacturing management (Porath, 2023: p. 1044). The literature review conducted in the paper effectively highlights the essential attributes that managers should possess to lead manufacturing companies toward operational excellence and the achievement of organizational goals. Reflecting on this article, I am struck by the comprehensive insights it offers, which have the potential to shape both academic research and practical strategies in the realm of manufacturing management.

What particularly inspires me about this article is its comprehensive approach to delineating the ideal characteristics of managers. It captures the multifaceted nature of managerial roles by delving into various dimensions, such as leadership styles, communication skills, decision-making abilities, technical knowledge, and interpersonal competencies (Porath, 2023: p. 1046). This approach resonates with my understanding that successful manufacturing managers must be versatile and capable of navigating various challenges within an evolving industry. The article's emphasis on the cascading impact of these managerial characteristics on employee engagement, productivity, and overall organizational performance underscores the practical relevance of its findings. Having witnessed how engaged employees tend to be more motivated, efficient, and committed, I recognize the significance of these attributes in driving positive outcomes for manufacturing companies (Porath, 2023: p. 1036). Thus, the article successfully bridges the gap between theoretical concepts and their real-world implications, affirming that the right blend of managerial attributes can yield tangible benefits.

Recognizing transformational and participative leadership styles as practical approaches for manufacturing managers resonates profoundly with the changing landscape of leadership paradigms. As I contemplate the shift from traditional hierarchical models to more inclusive and collaborative frameworks, I am convinced of the aptness of these findings. The dynamic nature of manufacturing environments often necessitates agile responses to ever-changing market dynamics (Porath, 2023: p. 1047). Therefore, managers who can inspire innovation, encourage cross-functional cooperation, and nurture a culture of continuous improvement are likely to foster an environment that promotes sustained success. Nonetheless, while the article presents a well-rounded picture of the ideal characteristics of manufacturing managers, it also alludes to areas that merit deeper exploration. For instance, while the impact of technological advancements on managerial roles is acknowledged, the article only scratches the surface of this intricate relationship. In light of the surge in automation, artificial intelligence, and data-driven decision-making within manufacturing, there is a signif-

icant opportunity for further research to dissect how managers adapt their skills and leadership styles to harness these technologies effectively (Porath, 2023: p. 1050). This could provide invaluable insights into how managerial responsibilities evolve in response to the ongoing Industry 4.0 revolution.

Furthermore, the article's suggestion that contextual factors play a role in shaping the relevance and effectiveness of ideal managerial characteristics sparks my curiosity. This opens the door for research into how factors such as cultural diversity, organizational size, and industry-specific demands shape the expression of these traits. Reflecting on my experiences in different manufacturing settings, I wonder whether certain managerial qualities are universally beneficial or if adaptability remains a pivotal skill (Porath, 2023: p. 1037). My engagement with Porath's article has left me with a deep appreciation for its comprehensive exploration of the qualities that define effective managers within manufacturing companies. The synthesis of existing research and theoretical perspectives provides a rich tapestry of academically enlightening and practically relevant insights. While certain aspects, such as the impact of technology and contextual factors, beckon for more in-depth investigation, the article serves as an invaluable foundation for researchers and practitioners alike (Porath, 2023: p. 1044). I will consider the intertwining nature of managerial styles and multifaceted manufacturing landscapes; there is a need to conceptualize the managers' vital role in shaping the company's progress and trajectory in the ever-changing business world.

## 7. Conclusion

In conclusion, the article by Porath (2023) portrays the managers' versatile responsibilities in the manufacturing sector. It provides essential information into the attributes that evoke organizational success and influence leaders. The presented piece uses comprehensive literature reviews to ascertain the importance of incorporating diverse features in shaping managers' prowess in manufacturing. In most circumstances, such characteristics encompass technical expertise and leadership and help to determine an individual's success. The article also highlights the holistic perspectives of leadership roles and their associated importance from an organizational standpoint. It assesses dimensions like research knowledge, technical skills, leadership attributes, interpersonal competencies, and communication skills to reveal how excellent company managers should possess flexible skills. Such identifications coincide with the ever-evolving manufacturing landscape that allows managers to deal with complex issues, including market fluctuations, employee dynamics, and technological advancements. In addition to this explanation, its revelation of managerial attributes-related impacts on organizational effectiveness, productivity, and employee engagement showcases how theoretical constructs could be translated to practical importance. This insight provides a compelling rationale for organizations to invest in developing and cultivating these characteristics among their managerial staff.

The article's identification of transformational and participative leadership styles as practical managerial approaches resonates with the ongoing transformation of traditional hierarchies in manufacturing. In an era where innovation and adaptability are prized, leaders who can inspire and collaborate are well-positioned to steer their teams toward excellence. The article also raises important questions about the impact of contextual factors and technological advancements on the evolving role of manufacturing managers. These inquiries signal potential avenues for future research that could deepen our understanding of how these ideal characteristics manifest in diverse environments. Since managers are the threads that weave together the fabric of operations, strategies, and aspirations, Porath's article serves as a guiding light, illuminating the path toward effective management by highlighting the qualities that empower managers to excel. From communication prowess to transformational leadership, these qualities intersect to create a mosaic of expertise that resonates with the modern demands of manufacturing. As we look ahead, the article provides an insightful reflection on the present state of managerial attributes in manufacturing and a compass guiding us toward optimal leadership for a dynamic and evolving future.

### **Conflicts of Interest**

The author declares no conflicts of interest regarding the publication of this paper.

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