

Research on the Role Positioning and Community Construction Function of Rural Professional Managers under the Background of Rural Revitalization: A Case Study of M Village in G City

Meng Qing¹, Min Xie², Yang Xie³

¹ School of business, Guilin University of Technology, Guilin, China

² School of Marxism, Guilin University of Technology, Guilin, China

³ School of business, Guilin University of Technology, Guilin, China

Abstract

Rural community construction serves as the grassroots platform for the implementation of the rural revitalization strategy, and the revitalization of rural talents provides the core intellectual support for both. Rural professional managers, as an important part of rural talent revitalization, contribute to the construction of the platform and the implementation of the strategy, and the three work together to promote rural development and the modernization of grassroots governance. Against this backdrop, this paper, based on the practice of M Village in G City, explores the multiple roles played by rural professional managers in rural community construction, analyzes their functions in community construction based on role positioning, and at the same time uncovers the practical difficulties they face in participating in rural community construction. It also proposes optimization paths such as strengthening the construction of the subject and improving institutional guarantees, with the aim of promoting the in-depth empowerment of rural professional managers in rural community construction, enhancing community governance efficiency, and ensuring the sustainable development of the community.

Keywords

Rural Revitalization; Rural Professional Managers; Rural Community Construction.

1. Introduction

The *Opinions of the Central Committee of the Communist Party of China and the State Council on Further Deepening Rural Reform and Solidly Promoting the Comprehensive Revitalization of Rural Areas* (2025) calls for improving the mechanism for cultivating and developing rural talents[1]. It clearly mandates the implementation of a talent support plan for rural revitalization and the strengthening of the cultivation of local rural talents, positioning talents as the core support for driving rural revitalization. Talent empowerment is used to accelerate the development of rural communities, the grassroots practice platform for rural revitalization. As a counterpart assistance area of District N, City S, the introduction of rural professional managers in Village M, City G is not only an important practical exploration of Guangdong-Guangxi cooperation but also a typical microcosm of how talent revitalization empowers community construction in rural areas. During project implementation, the village has taken the coordinated development of rural community construction and talent revitalization as its guiding principle, actively encouraging returning youth and local villagers to participate in building a common-prosperity countryside, and gradually forming a sound pattern of talent cultivation, self-growth, and sustainable development. Taking Village M, City G as a case study, and based on the realistic background of the deep integration of talent revitalization and rural

community construction under the rural revitalization strategy, this paper discusses the multiple roles undertaken by rural professional managers in rural community construction. It analyzes their key pathways for empowering community construction in the dimensions of economic development, grassroots governance, ecological construction, and cultural inheritance. In response to practical dilemmas such as the capacity shortcomings of individual rural professional managers and constraints from the external environment in their participation in rural community construction, this paper proposes optimization strategies from the perspectives of strengthening capacity building and improving institutional safeguards. The aim is to improve the operational mechanism through which rural professional managers empower rural community construction, further enhance the effectiveness of rural community governance, promote the sustainable development of rural communities, and provide practical references for the grassroots implementation of the rural revitalization strategy.

2. Overview of the Village M Case in City G and the Practical Background of Rural Professional Managers

2.1. Overview of Village M, City G

Village M, City G is located in a high-altitude, cold subtropical monsoon climate zone, with an altitude ranging from 600 to 1,300 meters above sea level, and governs seven natural stockaded villages. The village is endowed with abundant terrace resources, forming a spatial pattern of integrated stockades and terraces, and harmonious coexistence between people and water, embodying the settlement characteristics of harmonious coexistence between humans and nature. The village has a total of 131 households with approximately 514 people, who are scattered across three ethnic groups: Zhuang, Yao (Yu jiao), and Han (Fang jia). Among them, the Zhuang ethnic group accounts for about 87.6% of the population, and the village exhibits a prominent aging population trend. Before the introduction of rural professional managers, the village's industry was dominated by traditional rice cultivation, with a serious outflow of the local labor force, leading to prominent problems such as left-behind children and empty-nesters. After the introduction of rural professional managers in 2023, the village's industry gradually transformed from traditional agriculture to a development model centered on the characteristic cultivation of Long ji chili peppers and passion fruits. Rural professional managers also assisted villagers in integrating intangible cultural heritage resources such as wood carving, papermaking, and wine brewing, fostering a distinctive integrated business model of agriculture, culture, and tourism. With the rise of the agriculture-culture-tourism industry, a noticeable return of migrant workers has occurred, the village environment has improved, and villagers' incomes have generally increased.

2.2. Introduction and Current Development of Rural Professional Managers in Village M

The introduction of rural professional managers in Village M is a practical achievement of the deep integration of Guangdong-Guangxi cooperation and social charity going to the countryside under the rural revitalization strategy. Driven by the Guangdong-Guangxi cooperation policy, District N, City S of Guangdong Province provides counterpart assistance to Village M, City G of Guangxi Zhuang Autonomous Region, with public welfare forces such as Foundation T and Foundation Y participating simultaneously. All parties jointly launched a demonstration project for building a common-prosperity countryside, and introduced rural professional managers with Village M as a pilot village to integrate its natural and cultural resources, promote the transformation of the planting industry, and develop the agriculture-culture-tourism industry.

The first rural professional manager introduced to the village was a local person who had worked outside, holding a bachelor's degree, with many years of experience in the tourism industry and rich tourism management expertise. Responding to the call for hometown development and driven by rural nostalgia, he resolutely gave up his job elsewhere to return home and start a business, officially serving as the rural professional manager of Village M and overseeing the development and operation of its agriculture-culture-tourism industry.

During the development of the industry, the first rural professional manager identified and cultivated two other local rural professional managers from among the villagers, who specialized in catering services and homestay management respectively and took charge of corresponding work. To date, the three rural professional managers are jointly responsible for industrial planning, operation and management, and market development in Village M. They have formed a "coordination-complementation" relationship with village cadres and a "leading-response" relationship with villagers, establishing a multi-stakeholder collaborative interaction mechanism and creating a positive atmosphere of "managers taking the lead and villagers following suit".

3. Role Positioning and Function Realization Paths of Rural Professional Managers under Rural Revitalization

3.1. Leading Industrial Development and Activating the Rural Economic Engine

Industrial development is the material foundation of rural community construction and the core focus of rural revitalization. Centered on industrial empowerment, rural professional managers lay a solid material foundation for ecologically livable villages, talent cultivation, effective governance, and cultural inheritance. By coordinating the allocation of various production factors and integrating village resources such as land, labor, traditional ethnic culture, and natural scenery, rural professional managers in Village M have, on the one hand, focused on developing the characteristic cultivation of Long ji chili peppers and passion fruits to improve the comprehensive benefits and output value of agriculture. On the other hand, they have transformed land resources into terrace landscapes, deeply explored intangible cultural heritage resources such as ancient papermaking, wine brewing, wood carving, and folk songs, created distinctive cultural-tourism experience carriers, promoted the integrated development of agriculture, culture, and tourism, optimized the industrial structure, and fully activated the vitality of rural industrial development.

Meanwhile, rural professional managers have actively built a bridge connecting the agriculture-culture-tourism industry with the market. Taking advantage of Guangdong-Guangxi cooperation, they have deeply linked with the Guangdong-Hong Kong-Macao Greater Bay Area market, developed personalized and customized agriculture-culture-tourism products such as youth study tours, team-building activities, and alpine wellness programs, and created a distinctive IP for the Mountain-Sea Music Festival. This has built a distinctive integrated industrial chain system of agriculture, culture, and tourism, effectively upgrading the village's collective industries, consolidating the industrial support for rural community construction, and injecting sustained impetus into the sustainable development of the community.

3.2. Cultivating Community Talents and Consolidating the Human Capital Foundation for Rural Construction

Skilled talents are the core human resource support for rural community construction. Rural professional managers help foster and expand the rural talent team, enhance the professional development level of rural community construction, and lay a solid human foundation for high-quality community development. Rural professional managers in Village M have organized skills training, mobilized villagers to participate in community construction, provided

management and operation training related to the agriculture-culture-tourism industry for villagers, guided them to integrate into industrial development, and improved their employability, entrepreneurial capacity, and market awareness. In 2024, the first rural professional manager led the establishment of the “Little Sisters-in-Law Folk Song Choir”, developed traditional folk song resources, enriched local cultural-tourism offerings, and enhanced the market attractiveness of the village’s agriculture-culture-tourism industry. They also provided guidance for villagers on homestay construction and operation, improving their homestay management capabilities. In the subsequent community construction process, they identified and cultivated two other local rural professional managers, consolidating the talent foundation for community development.

3.3. Participating in Community Governance and Promoting the Improvement of Rural Grassroots Governance Systems

Collaborative governance serves as an important governance foundation for rural community construction. By integrating resources and strengths from multiple stakeholders such as village collectives, farmers, and agriculture-culture-tourism companies, rural professional managers activate the endogenous driving force of community governance, improve governance effectiveness, consolidate the governance foundation for rural community construction, and further promote the continuous improvement of rural grassroots governance systems. In practice, rural professional managers in Village M have actively acted as a bridge and coordinator. On the one hand, they have taken the initiative to build multi-party communication platforms, accurately coordinate the interest relations among diverse stakeholders, effectively resolve conflicts in community governance, and maintain community stability. On the other hand, they have deeply participated in the management of rural public affairs, assisted the village “two committees” in formulating scientific and rational community development plans based on actual rural development, improved governance mechanisms in a targeted manner, supported the standardized development of villager autonomy, gathered multi-party governance forces, and enhanced the collaborative efficiency and overall level of community governance. Specifically, the core value of rural professional managers’ participation in community governance and promotion of collaborative governance is reflected in three aspects: First, improving governance efficiency. Through deliberative forms such as villager meetings and group discussions, combined with digital communication channels such as WeChat, they have simplified deliberative processes and promoted the efficient implementation of community public affairs. Second, improving public services. They have actively promoted the construction of infrastructure such as roads and tourist parking lots to optimize basic community facilities, and participated in the development of public cultural facilities such as the Mid-Levels Book Bar and the Village History and Culture Inheritance Hall, enriching villagers’ spiritual and cultural lives and inheriting local rural culture. Third, resolving governance conflicts. By accurately matching the needs of diverse stakeholders and coordinating their interest demands, they have resolved various disputes in community governance, laying a stable foundation for improving the rural grassroots governance system.

3.4. Conducting Community Cultural Construction and Activating the Endogenous Driving Force of Rural Cultural Development

Promoting community cultural construction is a key measure to build community consensus, foster community identity, cultivate civilized rural customs, and activate the endogenous driving force of rural development. Rooted in local rural culture and relying on the strength of multiple governance stakeholders, rural professional managers in Village M have deeply integrated cultural construction with community governance and industrial development, helping to build a rural community cultural system that combines inheritance and innovation. They have explored local cultural resources such as rural history and culture, folk customs, and

farming techniques, and taken the lead in building cultural carriers such as the Village History and Culture Inheritance Hall, folk custom exhibition areas, and traditional wood carving skill museums. The establishment of the “Little Sisters-in-Law Folk Song Choir” has provided platforms, displays, and inheritance channels for rural culture, revitalizing it with new vitality. Meanwhile, in response to villagers’ spiritual and cultural needs, they have organized rich cultural activities such as poetry writing to gather the spiritual strength for rural development. In addition, rural professional managers in Village M have actively promoted the deep integration of rural culture with the agriculture-culture-tourism industry, integrating local cultural elements into the entire process of industrial development. This has not only realized the living inheritance of rural culture but also empowered industrial upgrading through rural culture, making cultural construction an important support for promoting rural revitalization.

4. Practical Effects of Rural Professional Managers Empowering Community Construction in Village M

4.1. Expanding Community Income Channels and Increasing Residents’ Economic Income

Empowered by rural professional managers, Village M has achieved diversified expansion of income-generating channels, with a significant increase in residents’ economic income. From 2024 to 2025, the profits of the village’s agriculture-culture-tourism industry continued to grow, reaching an annual average of more than 300,000 yuan. The village’s collective operating income rose steadily, effectively strengthening the collective economy, and villagers received corresponding dividends, with a marked increase in household income compared with the past. At the same time, the development of the agriculture-culture-tourism industry has greatly increased employment and self-employment opportunities for villagers, ensuring a steady and continuous rise in economic income. In addition, income from characteristic planting has surpassed that from traditional rice cultivation, forming a sound pattern of multi-business coordinated income growth, effectively achieving the dual improvement of residents’ income and community development.

4.2. Community Governance Effectiveness

Rural professional managers in Village M have actively participated in community governance and promoted its optimization. Driven by their efforts, Village M has successfully built a sound pattern of multi-stakeholder collaborative governance, effectively solving previous governance problems and significantly improving community governance effectiveness. They have promoted the establishment of deliberative forms such as villager meetings, group discussions, and the “three-thirds system” council (with one-third each of villager representatives, members of the village “two committees”, and rural professional managers). With the help of digital channels such as WeChat, the efficiency of community deliberation and decision-making has been greatly improved, the implementation of public affairs has accelerated significantly, governance responses have become more timely and efficient, community conflicts have been resolved promptly and effectively, and the overall order of the community has become more harmonious and stable. Meanwhile, they have promoted remarkable progress in community infrastructure construction and public cultural services. Infrastructure such as village roads and tourist parking lots has become increasingly complete, and cultural venues such as the Mid-Levels Book Bar and the Village History and Culture Inheritance Hall have been put into use, effectively enhancing villagers’ sense of happiness and belonging.

4.3. Showing Ecological Empowerment Effects and Taking Shape of a Livable Community

A sound ecological environment is the core element of livable community construction. Rural professional managers in Village M have always adhered to the concept of green development, taking ecological protection as a starting point to promote its deep integration with community construction and industrial development. Upholding the green development concept, they have systematically protected natural ecological resources such as rural terraces and mountain forests, consolidating the ecological foundation for a livable community. Taking environmental improvement as an entry point, they have guided villagers to participate in road cleaning, courtyard beautification and other activities, fostering a village-wide atmosphere of joint construction, continuously optimizing the village appearance, and creating a clean, tidy, and ecologically beautiful rural living environment. They have activated the momentum of ecological industries, promoted the deep integration of ecological resources and rural industries, realized the integrated development of agriculture, culture, and tourism, and fed the construction of a livable community through the development of ecological industries.

4.4. Deeply Advancing Cultural Construction and Highlighting the Effectiveness of Community Cultural Development

Based on the cultural endowments and actual development of the village, rural professional managers in Village M have deeply explored the contemporary value of local traditional cultural resources such as wood carving and folk songs, and taken the lead in building a rural cultural brand system with regional characteristics of Village M. They have cultivated distinctive cultural carriers such as the intangible cultural heritage performance group "Little Sisters-in-Law Choir", the Wood Carving Museum, and the Mountain-Sea Music Festival. This has not only effectively strengthened villagers' sense of local cultural identity and community belonging, gathered the spiritual strength for joint community construction and sharing, but also promoted the deep integration of traditional culture with industries such as rural product development and homestay operation. It has realized the creative transformation of traditional cultural resources, enhanced the popularity and influence of Village M's community culture, and injected strong impetus into the high-quality and sustainable development of rural community culture.

5. Practical Dilemmas for Rural Professional Managers Participating in Rural Community Construction

5.1. Subject Level: Constraints on the Capacity and Motivation of Rural Professional Managers

The primary practical dilemma for rural professional managers participating in rural community construction lies in the dual constraints of capacity and motivation at the individual level.

Rural community construction is a systematic project covering industrial development, talent cultivation, grassroots governance, cultural inheritance and other fields. Its comprehensive and complex nature places high demands on practitioners' professional literacy and comprehensive capabilities. From the perspective of professional capacity, the dilemma is reflected in the insufficient matching between the capacity structure of rural professional managers and the diverse needs of Village M's community construction. Specifically, it manifests in two aspects: first, the inadequate digital capacity of rural professional managers makes it difficult to accurately align with the digital and modern development orientation of Village M's community construction; second, in terms of market expansion, although Foundation T and Foundation Y have completed the development of existing markets and provided support, rural professional

managers are constrained by their own capacity shortcomings and struggle to break through existing market boundaries and expand new market scope. From the perspective of motivation, the imperfect incentive mechanism and inadequate guarantee system for rural professional managers, coupled with insufficient material and spiritual incentives and unclear career development prospects, fail to form effective positive incentives. This makes it difficult to fully mobilize the enthusiasm of rural professional managers, further hindering the progress of rural community construction.

5.2. External Environment Level: Policy and Resource Constraints

The practical dilemmas for rural professional managers participating in rural community construction are not only reflected at the individual level but also highlighted by the dual constraints of insufficient policy support and inadequate resource guarantee at the external environment level.

External environmental constraints first manifest as imperfect and poorly targeted policies for cultivating rural professional managers. At present, the cultivation of rural professional managers in China mostly focuses on short-term performance improvement and macro planning guidance, with a lack of special training for specific fields such as the actual needs of rural community construction and the integrated development of agriculture, culture, and tourism. The cultivation content is disconnected from the job performance requirements of rural professional managers, making it difficult to meet their capacity improvement needs and unable to provide systematic and personalized policy support for enhancing their professional literacy[2]. External environmental constraints are secondly reflected in the absence of social security systems and risk-sharing mechanisms for rural professional managers. On the one hand, rural professional managers lack a sound social security system, leaving unresolved worries for their career development; on the other hand, an effective risk-sharing mechanism has not yet been established, leaving no reasonable channels for mitigating various operational and development risks faced by rural professional managers. Taking Village M as an example, the development of its agriculture-culture-tourism industry is vulnerable to external factors such as extreme weather and fluctuations in the tourism market, resulting in high occupational uncertainty for rural professional managers and difficulty in ensuring job and income stability. In summary, the superimposed effect of an imperfect policy cultivation system and an inadequate guarantee mechanism has become a major external factor restricting rural professional managers from effectively participating in rural community construction and giving full play to their functions.

6. Optimization Paths for Rural Professional Managers Participating in Rural Community Construction

6.1. Strengthening Subject Construction and Improving the Comprehensive Literacy and Professional Capacity of Rural Professional Managers

In response to the capacity shortcomings and insufficient motivation of rural professional managers at the individual level, the core of strengthening subject construction is to improve their comprehensive literacy and professional performance capabilities. By building a trinity support system of cultivation, incentive, and exchange, they can be promoted to become backbone forces in rural community construction, with specific efforts in three aspects:

First, build a precise cultivation system. Combining the actual rural development, the characteristics of agriculture-culture-tourism integration, and community construction needs, a customized cultivation system will be established, focusing on strengthening comprehensive capabilities such as marketing, management, and digitalization. New quality productive forces in agriculture will be fully utilized to provide technical support for vocational training,

achieving precise alignment between cultivation and job performance needs, making up for professional capacity shortcomings, and helping them grow into interdisciplinary talents adapting to rural development[3][4].

Second, improve the career development system and strengthen incentives. A sound career development mechanism will be established, including a scientific professional title evaluation system, promotion channels, and a multi-dimensional assessment system to broaden career development space. The combination of positive incentives and scientific assessment will enhance job attractiveness and sense of belonging, mobilizing their initiative and long-term participation in rural community construction.

Third, build a peer exchange platform to improve practical capabilities. A standardized peer exchange platform will be established to promote experience sharing and skill exchanges among professional managers, facilitate the promotion of excellent practices, and enable rural professional managers to become backbone forces in rural construction with both professional literacy and practical capabilities.

6.2. Improving Institutional Safeguards and Building a Long-Term Support Mechanism

Building a scientific and sound long-term support mechanism is crucial for promoting the sustained and stable performance of rural professional managers. Combining the actual needs of rural community construction and the job performance requirements of rural professional managers, institutional safeguards can be improved and a long-term mechanism built through three measures: clarifying rights and responsibilities, optimizing incentives, and improving guarantees, as detailed below:

First, clarify the boundaries of rights and responsibilities and standardize performance processes. The rights and responsibilities of rural professional managers will be clearly defined, a standardized job responsibility list formulated, their specific duties in community construction clarified, and work operation procedures standardized, providing institutional guarantees for the orderly and efficient development of various tasks[5].

Second, optimize the incentive mechanism and strengthen motivation support. On the basis of clarifying rights and responsibilities, the assessment and evaluation mechanism will be improved, the incentive system for rural professional managers optimized, and a diversified salary system of “basic salary + performance bonus + collective dividend” established. Basic salary will be provided through special financial subsidies, and performance bonuses and dividend amounts determined based on assessment results and industrial development achievements, fully mobilizing their enthusiasm and initiative in performing their duties.

Third, improve safeguard policies and resolve performance concerns. The social security system for rural professional managers will be improved, with relevant safeguard policies such as medical insurance and endowment insurance fully implemented to eliminate worries about career development. A sound supporting risk-sharing mechanism will be established, clarifying the subjects, proportions, and procedures of risk sharing based on the risk characteristics of rural industrial development. Support policies such as tax reduction and exemption and financial subsidies for rural professional managers will be coordinated and implemented, providing all-round policy guarantees for their diligent performance of duties[6][7].

7. Conclusion

As an emerging leading force in the community construction of Village M, rural professional managers have played an important empowering role in economic, ecological, cultural, and governance aspects, effectively promoting the construction of livable communities and rural development. However, they also face practical problems such as insufficient individual

capacity and motivation, as well as constraints from external policies and resources, which need to be addressed through measures such as strengthening subject construction and improving institutional safeguards.

It should be noted that the group of rural professional managers in China is characterized by diversity, and the type represented in Village M, City G is only one of them, which cannot fully cover the overall profile of rural professional managers in China. In view of this, future research can further expand the scope of investigation, select samples of rural professional managers from different regions and types, and deeply explore the differentiated paths and practical models of their empowerment in rural community construction. Meanwhile, institutional innovation will be deepened, and the cultivation, incentive, and guarantee systems improved, to promote rural professional managers to better fulfill their role values and provide a more solid support for the high-quality development of rural communities and the implementation of the rural revitalization strategy.

Acknowledgments

Thanks to everyone who contributed to this paper.

Funding: Guangxi Philosophy and Social Sciences Planning Project "Practical Pathways and Optimization Strategies for the Construction of Social Work Stations in Guangxi Townships under the Cross-regional Assistance from Guangdong in the Context of Rural Revitalization" (Project No.:24SHF010); Guilin University of Technology "Benefit for Profit: CSR Innovation Plan" Consultancy (Project No.:H20250074); Guilin University of Technology 2025 National College Students' Innovation and Entrepreneurship Training Program (Project No.:202510596077).

References

- [1] The Central People's Government of the People's Republic of China. Opinions of the Central Committee of the Communist Party of China and the State Council on Further Deepening Rural Reform and Solidly Promoting the Comprehensive Revitalization of Rural Areas [EB/OL]. (2025-01-01) [2025-02-23].
- [2] Chen Xiyang. Exploration of the Cultivation Model of Rural Professional Managers - A Practical Analysis Based on the Thousand Rural CEO Training Program in Zhejiang Province [J/OL]. Journal of Zhejiang Agricultural Sciences, 1-10 [2026-01-27].
- [3] Bi Yali, Liu Saibo, Ma Ning. Coupling Logic, Practical Dilemmas and Solutions for Rural Professional Manager Training from the Perspective of New Quality Productive Forces in Agriculture [J]. Rural Science & Technology, 2025, 16(11): 9-12.
- [4] Wang Zhuguo, Yin Xiangyi. Types, Positioning and Model Innovation of Talent Cultivation for Rural Revitalization - From the Perspective of Rural Vocational Education [J]. Chinese Vocational and Technical Education, 2021(06): 57-61+83.
- [5] Su Tingting, Chen Liqin. Generation Scenarios, Action Logic and Strengthening Strategies for Rural Professional Managers Participating in Rural Industrial Revitalization [J/OL]. Chinese Agricultural Abstracts-Agricultural Engineering, 1-7 [2026-01-27].
- [6] Pang Linying, Lü Weimei, Zhang Xinyin. Research on the Professional Competence of Rural Professional Managers from the Perspective of High-Quality Development - Taking Maoming City as an Example [J]. New Peasants, 2025(26): 28-31.
- [7] Zhang Yixi, Liu Zhijun. Institutional Evolution and Practical Models of Rural Professional Managers - An Analysis Based on Cases of Village-Owned Enterprises in Hangzhou [J]. Hubei Social Sciences, 2025(01): 64-74.