Frontiers in Business, Economics and Management
ISSN: 2766-824X | Vol. 21, No. 3, 2025

Organizational Reshaping and Action Logic of Party Building Leading Rural Revitalization

-- A Case Study Based on the Assistance Model of the "Hundreds, Thousands, and Ten Thousands Project" in Qingyuan City

Fanwei Zeng [1], Yingmei Li [2, *]

[1] School of Law, Guangdong University of Finance, Guangzhou, China

[2] Qingyuan Campus, Guangdong University of Finance, Guangzhou, China

[*] **Corresponding author**: Yingmei Li

Abstract: In the macro context of comprehensively promoting rural revitalization and the implementation of the "High-quality Development Project for Hundreds of Counties, Thousands of Towns, and Tens of Thousands of Villages" (hereinafter referred to as the "Hundreds, Thousands, and Ten Thousands Project") in Guangdong Province, underdeveloped areas face the dual dilemma of fragmented governance resources and atomized grassroots organizations. As the essential feature of rural governance under socialism with Chinese characteristics, Party building leadership is not merely a political declaration but a profound action of organizational reshaping. Based on the perspectives of Party-Centricism and Organizational Sociology, this paper takes the assistance model of the "Hundreds, Thousands, and Ten Thousands Project" in Qingyuan City as a case study to construct an analytical framework of "Organizational System—Power Structure—Action Mechanism." The study finds that facing the governance deficit under the urban-rural dual structure, Qingyuan City has achieved the organizational reshaping of rural governance through "vertical downward transmission of political potential energy" and "horizontal absorption of organizational networks." In terms of action logic, it presents a transformation from "administrative bureaucratic inertia" to "political mobilization integration," specifically manifested as: filling governance vacuums through organizational embedding, reconstructing the collective economy through interest linkage, and activating endogenous dynamics through elite absorption. This "Party Building +" composite governance model effectively solves the problem of "suspension" of resources going to the countryside, providing a highly explanatory "Party Logic" for understanding rural revitalization against the background of Chinese modernization.

Keywords: Party Building Leadership; Rural Revitalization; "Hundreds, Thousands, and Ten Thousands Project"; Organizational Reshaping; Action Logic; Qingyuan Experience.

1. Problem Statement and Research Approach

1.1. "Organizational Weakness" and Governance Dilemma in Rural Revitalization

Entering the new era, the focus of work on agriculture, rural areas, and farmers ("Three Rural Issues") has historically shifted towards comprehensively promoting rural revitalization. As a national strategy, rural revitalization requires not only the continuous input of fiscal resources but also matching grassroots organizational capabilities. However, in the rapid process of urbanization, traditional rural society is undergoing profound deconstruction: rural hollowing leads to the decline of collective action capabilities, villager atomization leads to the atrophy of public spirit, and the "suspension" of grassroots Party organizations leads to the weakening of governance authority. This phenomenon of "organizational weakness" often leads to an awkward situation where massive resources sent by the state to the countryside "cannot be caught or used well," and even triggers risks of "involution" and "elite capture" in some areas [1].

As the vanguard of reform and opening up, Guangdong Province still faces prominent problems of unbalanced regional development, especially in the Northern Guangdong Ecological Development Area, where weak county economies and loose town-village linkages are typical. To solve this problem, the Guangdong Provincial Party Committee implemented the "Hundreds, Thousands, and Ten Thousands Project." Under this strategic deployment, Qingyuan City explored a new assistance model with Party building as the core engine. This practice has triggered deep reflection in the academic community: Against the background of bottlenecks in conventional bureaucratic governance, how does the ruling party use its organizational advantages to reshape the governance order of rural society? How is Party building leadership transformed from abstract political principles into concrete governance efficacy?

1.2. Literature Review and Theoretical Perspective

Existing research on Party building leading rural revitalization mainly focuses on the following three dimensions: First, the "Political Potential Energy" perspective, emphasizing that Party organizations transform political intentions into administrative execution through high-level promotion [2]; second, the "Embeddedness" perspective, exploring how Party organizations embed into economic and social structures to rebuild village communities [3]; third, the "Governance Integration" perspective, analyzing the central

role of Party building in the "integration of autonomy, rule of law, and rule of virtue."

However, existing studies mostly focus on macro value interpretation or micro empirical description, lacking a systematic analysis of the intermediate mechanism of "organizational reshaping." This paper argues that the core of rural revitalization lies in "organizing the farmers," and the essence of Party building leadership is precisely the reengineering of the rural organizational system. Based on this, this paper introduces the concept of "organizational reshaping" from organizational sociology, combined with the practice of Qingyuan City, to construct an analytical framework of "Structure—Function—Action," attempting to reveal the deep logic of Party building leading rural revitalization.

2. Theoretical Framework: Party Absorption and Organizational Reshaping

2.1. Fragmentation of Rural Society and Governance Rupture

Under the traditional pattern of "town administration and village governance," town regimes often face a pressure-type system of "small power and great responsibility," while village-level organizations survive in the crack between administration and autonomy. With the penetration of the market economy, traditional clan authority and collectivist ties have gradually disintegrated, and rural society presents highly "fragmented" characteristics. This fragmentation leads to a governance rupture between the state and farmers: higher-level policy resources are difficult to precisely match with scattered household needs, and grassroots dispersed resources are difficult to integrate into industrial capital that connects with large markets.

2.2. Organizational Reshaping Mechanism of Party Building Leadership

In response to the above governance rupture, the intervention of the ruling party in rural governance is not a simple administrative intervention but a comprehensive "organizational reshaping." This reshaping includes three dimensions:

Vertical Reshaping (Power Axis): By strengthening the vertical leadership system and breaking down departmental barriers, dispersed administrative powers are integrated into a unified "political potential energy" to solve the problem of "fragmentation" (Tiao-Kuai segmentation).

Horizontal Reshaping (Structural Axis): Through the full coverage of Party organizations in industrial chains, social organizations, and grids, the "structural holes" in the social structure are filled, reconnecting atomized individuals.

Functional Reshaping (Value Axis): Shifting from pure administrative management to service and guidance, and through developing the collective economy (such as "Strong Town and Wealthy Village" Companies), the interest connection between Party organizations and farmers is rebuilt, and political identity is reshaped [4].

3. Vertical Coordination: Power Structure Reshaping Under Party Building Leadership

In promoting the "Hundreds, Thousands, and Ten Thousands Project," Qingyuan City first solved the problem of the command system. Through Party building leadership, Qingyuan constructed an organizational mobilization system that extends vertically to the bottom and horizontally to the edges.

3.1. "Secretary Project" and Vertical Transmission of Political Potential Energy

Rural revitalization involves a wide range of areas and complex departmental interests, making conventional administrative coordination often inefficient. Qingyuan City established a leadership system where "Secretaries at Five Levels Grasp Rural Revitalization," specifically making the "Hundreds, Thousands, and Ten Thousands Project" a "Top Leader Project."

At the municipal level, a command headquarters for the "Hundreds, Thousands, and Ten Thousands Project" was established with the Municipal Party Secretary as the group leader, with a temporary Party branch established under it for substantive operation. This high-specification organizational architecture elevates rural revitalization from general administrative affairs to a core political task. Through intra-party regulations and disciplinary supervision, the will of the higher-level Party committee can be transmitted to the grassroots without loss.

At the county and town levels, a responsibility system is implemented where "the County Party Secretary acts as the 'frontline commander-in-chief', the Town Party Secretary acts as the 'frontline construction captain', and the Village Party Organization Secretary acts as the 'head goose'." By signing "military orders" and holding "Rural Revitalization Grand Competitions," the political future of cadres is deeply bound with the performance of rural revitalization. This pressure transmission mechanism based on the principle of the Party managing cadres successfully transforms officials at all levels from "agents of departmental interests" into "executors of Party policies," forming a strong joint force for execution [5].

3.2. "Organization Department Leading" and Cross-Boundary Integration of Assistance Resources

Traditional paired assistance often becomes formalistic, with shallow assistance problems such as "giving some money and building a road." Qingyuan City innovatively strengthened the leading role of the Organization Department in assistance work.

Qingyuan City achieved the "formed unit downward allocation" of assistance forces by having the Organization Department select and dispatch Town-Stationed and Village-Assistance Work Teams. Unlike previously dispersed poverty alleviation cadres, these work teams are led by provincial or municipal units, composed jointly of finance, universities, enterprises, and other units, and simultaneously establish temporary Party branches. The Party branch secretary is usually the team leader, who uniformly commands and dispatches all resources within the team.

This "Party Building + Assistance" model actually embeds a "Super Action Group" with cross-departmental coordination

capabilities at the town level. The temporary Party branch uses the political resources of the dispatching unit to effectively coordinate funds and projects from line departments such as agriculture, transportation, and water conservancy, breaking the original dilemma of "Nine Dragons Managing Water" (fragmented management). For example, in ethnic minority areas like Liannan and Lianshan, the work team Party branches successfully introduced industrial chain resources from provincial state-owned enterprises through joint construction, which is unimaginable under a purely administrative assistance model.

4. Horizontal Absorption: Embedded Party Building and Grassroots Social Reorganization

If vertical reshaping solves the "power" problem, then horizontal organizational reshaping solves the "carrier" problem. Qingyuan City achieved the re-organization of rural society by embedding Party organizations into industrial chains, social organizations, and grids.

4.1. "Party Building + Industrial Chain": Political Embedding of Economic Organizations

The key to rural revitalization lies in industry, and the difficulty of industrial development lies in how to connect scattered small farmers with large markets. The practice in Qingyuan City gives the answer: building Party branches on the industrial chain.

Taking Qingyuan's famous "Qingyuan Chicken" and "Yingde Black Tea" industries as examples, local industrial chain Party committees or general Party branches were established. These Party organizations are not administrative agencies but are composed of Party member heads from leading enterprises, cooperatives, industry associations, and relevant functional departments. The industrial chain Party committee coordinates and solves common problems such as land transfer, technical standards, and brand promotion through regular joint meetings.

More innovative is the establishment of "Strong Town and Wealthy Village Companies." Qingyuan City has generally established such companies in various towns, led by the town government with participation from the collective economic organizations of each village. The chairman or general manager of the company is often concurrently served by a member of the town Party committee or an outstanding village secretary. This "integration of politics and economy" organizational form allows the Party organization to directly control the collective economy. Through this platform, the Party organization collects and marketizes dispersed resources such as idle school buildings, barren hills, and tidal flats. This not only strengthens the collective economy but, more importantly, allows the Party organization to regain its appeal and cohesion among farmers by controlling economic resources—"having money to do things" makes the Party organization stronger [6].

4.2. "Grid + Party Group": Peripheral Extension of Social Governance

Targeting the problems of scattered rural residence and large governance radius, Qingyuan City implemented the "Party Building + Grid" governance model. Administrative villages are divided into several grids, Party groups are built on the grids, and Party member contact households cover every family.

In this system, the Party group leader is not only a propagandist of Party policies but also a mediator of contradictions and disputes and an agent for public services. Through the "Party Member Points System" management, untitled Party members are incentivized to claim posts. For example, in the improvement of the living environment, Party members took the lead in demolishing their own dilapidated mud-brick houses, driving the masses to participate through demonstration effects.

This organizational reshaping essentially rebuilds the "acquaintance network" of rural society. Through grid-based penetration into the daily lives of villagers, Party organizations fill the authority vacuum after the exit of clan forces, making the tentacles of state governance truly extend to the "last meter."

5. Action Logic: From "Administrative Bureaucracy" to "Political Integration"

Through the practical case of Qingyuan City, we can distill three core action logics of Party building leading rural revitalization.

5.1. Logic Transformation: Overcoming "Bureaucratic Inertia" with "Political Mobilization"

Under the logic of bureaucracy, grassroots governments often follow the principle of "blame avoidance." For work like rural revitalization that requires large investment, is slow to show results, and carries high risks, it is easy to generate formalism and a coping mentality.

The intervention of Party building leadership breaks this bureaucratic inertia through the "political mobilization" mechanism. Qingyuan City transformed economic development indicators into political tasks by holding "Grasping Party Building to Promote Rural Revitalization" competitions. In the Party's political discourse system, rural revitalization is no longer just economic work but a political mission concerning the ruling foundation. This logic transformation activates the "political sense of honor and disgrace" of cadres. When a task is endowed with extremely high political significance, the resource mobilization capability within the administrative system grows exponentially, thereby overcoming the maladies of conventional bureaucracy such as sticking to conventions and passing the buck [7].

5.2. Interest Linkage: Substituting "Atomized Survival" with "Community Construction"

Another important logic of Party building leadership is rebuilding the interest community. The long-term urban-rural dual structure has led to the one-way outflow of rural factors, leaving farmers in an atomized disadvantaged position.

Qingyuan's "Strong Town and Wealthy Village Company" model is essentially an interest linkage mechanism led by Party organizations. The Party organization integrates resources through administrative power, operates assets through market means, and finally allows farmers to share benefits through shareholding cooperation. Under this model,

the town government, village collective, enterprises, and farmers form a community of "risk-sharing and benefit-sharing."

The Party organization plays the role of "credit guarantor" and "interest coordinator." Farmers are willing to transfer land and invest funds largely based on political trust in the Party organization. This interest linkage based on Party building ties is more stable than pure market contracts, effectively reducing market transaction costs and achieving the organic connection between small farmers and modern agriculture.

5.3. Elite Absorption: Activating "Endogenous Dynamics" with the "Head Goose Effect"

Rural revitalization depends on people. The essence of rural hollowing is talent hollowing. One of the action logics of Party building leadership is to achieve elite return through organizational channels.

Qingyuan City implemented the "Wild Goose Return Plan," relying on the appeal of Party organizations to mobilize outgoing college students, veterans, and business elites to return home to run for village cadres or start businesses. The Party organization provides political identity (joining the Party, being elected as representatives) and policy support (startup loans, land quotas) for these returning elites.

At the same time, through the selection of First Secretaries and stationed work teams, elite resources within the system are "hard implanted" into the countryside through organizational procedures. These elites within the system and the local returning elites form a complementarity under the framework of the Party organization: the former understands policies and has resources, while the latter understands local conditions and has prestige. The confluence of these two forces activates the silent rural society and solves the core problem of "no one leading" rural development [8].

6. Conclusion and Reflection

6.1. Research Conclusion

Based on the examination of the assistance model of the "Hundreds, Thousands, and Ten Thousands Project" in Qingyuan City, this paper draws the following conclusions:

First, Party building leading rural revitalization is essentially a profound "organizational reshaping" carried out by the ruling party in the face of the transition crisis of rural society. It rebuilds the connection mechanism between the state and farmers through vertical power integration and horizontal social absorption.

Second, Qingyuan's practice shows that Party building is no longer merely ideological and political work but is embedded in specific industrial chains, project construction, and social governance, becoming the "core algorithm" for resource allocation.

Third, the action logic of Party building leadership lies in transforming "political advantages" into "governance efficacy." It overcomes bureaucratic inertia through political mobilization, reconstructs collective action through interest linkage, and activates endogenous dynamics through elite absorption.

6.2. Policy Recommendations

Based on the Qingyuan experience, to further improve the efficacy of Party building leading rural revitalization, the following recommendations are proposed:

Deepen the operating Party building of "Strong Towns and Wealthy Villages." Be wary of the risk of administrative intervention in the development of the collective economy, accelerate the market-oriented transformation of town-level platform companies, introduce a professional manager system, distinguish the boundaries between administrative power and market operation, and let Party organizations play more of a supervisory and coordinating role in leadership rather than direct manipulation [9].

Build a digital governance platform led by Party building. Combined with the construction of digital villages, create a "Cloud Party-Mass Service Center," integrate the Party building grid with the digital governance grid, and accurately analyze farmers' needs through big data to improve the precision and response speed of Party organization services.

Improve the fault tolerance and correction mechanism to protect grassroots innovation enthusiasm. Party building leadership is often accompanied by reform measures that break conventions. A sound fault tolerance mechanism should be established to support grassroots Party organization secretaries who dare to explore land transfer and collective property rights reform, preventing "political high pressure" from leading to "inaction due to blame avoidance" [10].

6.3. Limitation and Prospect

It is worth noting that although Party building leadership has shown strong mobilization capabilities, we must also be wary of path dependence on "campaign-style governance." How to achieve the transformation from "unconventional political mobilization" to "routine rule-of-law governance," and how to maintain the balance between Party organization authority and villager autonomy rights, will be important topics requiring continuous attention in future rural revitalization research.

References

[1] He, X. (2023). Rural Revitalization and Chinese Modernization. CASS Journal of Political Science, (04), 25-38.

[2] Jing, Y. (2023). Party-State System and Modernization of State Governance: Reflections Based on Rural Revitalization Practice. Social Sciences in China, (04), 45-62.

[3] Zhang, X., & Zhang, G. (2021). Embedded Governance: The Operational Mechanism and Logic of Party Building Leading Rural Revitalization. Journal of Nanjing Agricultural University (Social Sciences Edition), 21(03), 1-11.

[4] Chen, W., & Huang, J. (2023). Cross-Level Collaborative Governance: Research on the Interaction Mechanism of "City-County-Town" Governments in Rural Revitalization. Chinese Public Administration, (08), 45-53.

[5] Wang, X. (2022). Political Potential Energy and Governance Efficacy: The Logic Transformation of Party Building Leading Grassroots Governance. Exploration and Free Views, (05), 68-76.

[6] Zheng, Y., & Huang, L. (2023). Chinese Modernization and Rural Revitalization: Guangdong's Exploration and Practice. Journal of Public Management, 20(01), 1-10.

[7] Luo, B. (2024). Empowering Rural Revitalization: Factor Allocation and Institutional Supply. South China Journal of Economics, (01), 12-25.

[8] Li, X., & Yu, L. (2022). The Modernity of Rural Construction and the Path Selection of Rural Revitalization. Issues in Agricultural Economy, (09), 4-12.

[9] Xu, Y., & Deng, D. (2024). Property Rights and Governance Rights: A Political Economy Analysis of Rural Governance. CASS Journal of Political Science, (02), 33-45.

[10] Chen, X. (2024). Research on the Legal Guarantee of "Hundreds, Thousands, and Ten Thousands Project" under the Background of Rural Revitalization. Law Forum, 39(02), 5-16.