

Problem Analysis and Mechanism Development of Community Committee Operations: A Case Study of Nong Chak Subdistrict Municipality, Thailand

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Abstract

The community committee is important because it serves as a representative link between the municipality and the people, helps solve problems and improve quality of life, creates participation, strengthens community resilience, and drives policies that truly respond to people's needs. This research study had the following objectives: (1) To study the level of implementation of the roles of community committee members; and (2) To examine the problems and identify solutions for the implementation of these roles by community committee members in Nong Chak Subdistrict Municipality. This study employed a mixed-methods research design, combining quantitative and qualitative approaches to provide a comprehensive understanding of the roles, problems, and potential solutions concerning community committee members in Nong Chak Subdistrict Municipality. The conceptual framework is based on the Ministry of Interior's Regulation on Municipal Community Committees, B.E. 2564 (2021), as amended (Second Edition), B.E. 2566 (2023). The research area is Nong Chak Subdistrict Municipality. Data were collected from 60 community committee members using a structured questionnaire. For the quantitative analysis, the study examined the level of implementation of the roles of community committee members in Nong Chak Subdistrict Municipality by employing descriptive statistics, namely mean (μ), and standard deviation (σ). For the qualitative aspect, in-depth interviews were conducted with 12 key informants, and the data were processed using content analysis and descriptive narration.

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The research findings are as follows: The level of implementation of the roles of community committee members in Nong Chak Subdistrict Municipality is at a very good level. As for the problems and solutions, it was found that some committee members still lack clarity regarding the scope of their authority; in particular, which tasks fall within the regulatory framework they are permitted to perform. Additionally, there is a lack of a systematic monitoring and evaluation mechanism. Proposed solutions include developing a user-friendly operations manual with concrete examples, and organizing training sessions to foster accurate understanding of legal roles and responsibilities. Recommendations: To address the absence of a monitoring and evaluation system, it is recommended to establish a follow-up and evaluation mechanism through platforms for sharing best practices, coupled with annual performance evaluations. Furthermore, an incentive system should be introduced to reward outstanding committee members in order to boost motivation.

Keywords: Role; Community Committee; Nong Chak Subdistrict Municipality

Introduction

In an era characterized by rapid and multidimensional global transformation encompassing social, economic, political, cultural, technological, and environmental dimensions, particularly under the accelerating influence of the digital age, states across the world, including Thailand, are compelled to adapt in order to respond effectively to emerging challenges. Within this context, sustainable development can no longer be pursued solely at the national level but must be firmly grounded in the strengthening of local communities, which constitute the foundational base of national stability and progress. If localities are resilient, self-reliant, and capable of managing change, the nation as a whole will be better positioned to withstand future uncertainties (Somkid Lertpaithoon, 2001). Thailand's system of local governance has a long historical trajectory, originating during the reign of King Rama V, who institutionalized a structured administrative system comprising central, regional, and local levels. Local administration has since played a pivotal role in improving citizens' quality of life, responding to context-specific needs, and promoting public participation (Department of Provincial Administration, 2016). Moreover, local government serves as a crucial pillar for democratic development

and decentralization in Thailand, fostering citizen engagement in self-governance and local development processes (Wuthisarn Tanchai, 2016; Thanee Charoenmuang, 2007; Kowit Puang-ngam, 2009; Prathan Suwanmongkol, 2011).

Nong Chak Subdistrict Municipality, located in Ban Bueng District, Chonburi Province, represents a prominent local administrative organization with significant development potential due to its strategic proximity to Bangkok and Pattaya. This advantageous location, combined with its inclusion in the Eastern Economic Corridor (EEC) development initiative, has accelerated economic expansion and structural transformation in the area (Nong Chak Subdistrict Municipality, 2024). The transition from a Tambon Administrative Organization to a Subdistrict Municipality reflects institutional growth and increasing administrative complexity. However, this transformation has also generated challenges, particularly in managing the shift from a predominantly agricultural community to a semi-urban society influenced by industrialization and tourism. In response, the municipal administration has articulated a vision of becoming a well-governed, efficient, transparent, and accountable municipality, guided by the principles of good governance to enhance public service delivery. To institutionalize citizen participation in local development, the Ministry of Interior promulgated the Regulation on Municipal Community Committees, B.E. 2564 (2021), amended (Second Edition), B.E. 2566 (2023), which establishes a formal framework for community committees composed of five to nine elected members serving four-year terms. These committees are entrusted with key responsibilities, including community development planning, conflict resolution, promotion of public participation, support for municipal operations, assistance in public service delivery, and the execution of additional assigned duties. Within Nong Chak Subdistrict Municipality, 12 community committees comprising a total of 60 members function as critical intermediaries between citizens and the municipality, facilitating communication, coordination, and participatory governance.

Despite the institutional significance of community committees, preliminary evidence indicates that their roles and performance in Nong Chak Subdistrict Municipality have not yet been systematically examined. This lack of empirical research has resulted in limited understanding of their operational capacity, challenges, and constraints, thereby hindering efforts to strengthen their effectiveness. Existing scholarship suggests that capacity building and performance

evaluation are essential mechanisms for enhancing the administrative competence of community committees and enabling them to adapt to dynamic local contexts (Millesen & Carman, 2019). In an era of rapid technological advancement and expanding communication networks, community committee members must continuously develop relevant skills to respond effectively to citizens' needs. Consequently, this study seeks to address this research gap by examining three key aspects: the level of role implementation among community committee members, the problems and challenges they encounter, and potential solutions and developmental approaches to enhance their effectiveness. From the perspective of contemporary public administration, particularly New Public Management and network governance, community committees play a vital role as connectors among the public sector, private sector, and civil society in advancing local development (Ruengwit Kasetuwan, 2013; Martinez et al., 2024; Richard et al., 2024). The findings of this study are expected not only to benefit Nong Chak Subdistrict Municipality but also to provide transferable insights for other subdistrict municipalities. Moreover, the research aligns with the United Nations Sustainable Development Goals, particularly Goal 11 on sustainable cities and communities and Goal 16 on inclusive and effective institutions, underscoring the central role of community committees in fostering sustainable and participatory local development.

Research Objectives

1. To study the level of implementation of the roles of community committee members in Nong Chak Subdistrict Municipality
2. To examine the problems and identify solutions for the implementation of these roles by community committee members in Nong Chak Subdistrict Municipality

Research Methodology

1. Research Design: This study employed a mixed-methods research design, combining quantitative and qualitative approaches to provide a comprehensive understanding of the roles, problems, and potential solutions concerning community committee members in Nong Chak Subdistrict Municipality. This mixed-methods design was adopted because it allows for both the quantification of patterns in role implementation and the exploration of underlying contextual

factors that cannot be captured through survey data alone. By integrating quantitative and qualitative insights, the study enhances the validity and depth of its findings, ensuring a more comprehensive understanding of community committee performance.

2. Quantitative Research: The research was conducted in Nong Chak Subdistrict Municipality, Ban Bueng District, Chonburi Province. The population consisted of all 60 community committee members (Nong Chak Subdistrict Municipality, 2024), and data were collected from the entire membership. The research instrument was a structured questionnaire specifically developed to measure the performance of community committee members according to their prescribed roles. The questionnaire was organized into six key areas of responsibility: Planning and community development; Problem-solving and promoting unity among citizens; Encouraging public participation in municipal affairs; Assisting the municipality in carrying out its official duties; Supporting the municipality in providing public services in the community; Performing other duties as assigned by the municipality or as stipulated by the Ministry of Interior. The questionnaire contained a total of 18 items, with a reliability coefficient of .943 for the overall instrument, indicating a high level of internal consistency.

3. Qualitative Research: For the qualitative component, a discussion guide was employed to investigate problems and proposed solutions regarding the performance of community committee members. Data were collected through in-depth interviews with 12 community leaders who served as key informants. The interviews focused on identifying challenges, obstacles, and potential solutions related to the execution of roles by community committee members. Data collection was carried out between February 1 and February 25, 2025.

4. Data Analysis: The quantitative data were analyzed using descriptive statistics, including mean (μ) and standard deviation (σ), to determine the level of role implementation. The qualitative data were analyzed using content analysis and presented in the form of descriptive narratives, enabling a synthesis of key themes and insights.

Results

Objective 1: To study the level of implementation of the roles of community committee members in Nong Chak Subdistrict Municipality

The research findings indicate that the level of implementation of the roles of community committee members in Nong Chak Subdistrict Municipality was at a very high level, as detailed in Table 1.

Role of Committee Members in Nong Chak Tambon Municipality	μ	σ	Level	Rank
To formulate community development plans that reflect the needs and problems of the community	4.19	0.63	very good	4
To resolve conflicts and promote unity among the people	4.10	0.59	very good	6
To encourage public participation in municipal affairs	4.19	0.62	very good	5
To assist the municipality in carrying out its duties and responsibilities	4.26	0.54	very good	2
To support the municipality in providing public services	4.24	0.54	very good	3
To perform other duties as assigned	4.26	0.55	very good	1
Total	4.21	0.49	very good	

Table 1 Overall Performance of Community Committee Members in Tambon Municipality Nong Chak

Objective 2: To examine the problems and identify solutions for the implementation of these roles by community committee members in Nong Chak Subdistrict Municipality

The research found that some community committee members were still unclear about the scope of their authority, particularly regarding which tasks fall within the regulatory framework they are permitted to carry out. Another issue identified was the lack of a system for monitoring and evaluating their performance. Proposed solutions to the ambiguity regarding the scope of authority include the development of an easy-to-understand operations manual with practical examples, along with training sessions to build accurate understanding of roles and legal boundaries. To address the lack of a monitoring and evaluation system, it was suggested to establish a performance tracking mechanism through success-sharing forums to improve practices, implement annual evaluations, and introduce a reward mechanism for outstanding committee members to inspire motivation.

Discussion

The findings from the first research objective revealed that the performance of community committees in Nong Chak Subdistrict Municipality was at a very good level. All six role areas were rated very good, including: Duties assigned by the municipality or defined by the Ministry of Interior; assistance in carrying out the municipality's functions; support in providing public services within the community; preparation and implementation of community development plans; promotion of public participation in municipal affairs; and problem-solving and fostering community unity, as shown in Table 1 (Summary Table of Role Performance of Community Committees in Nong Chak Subdistrict Municipality). In essence, community committees in Nong Chak Subdistrict Municipality play a key role as a bridge between the public and the municipality. They support community development by participating in projects that address local needs, assist in municipal duties, and help deliver public services aimed at improving residents' quality of life. They also carry out assigned activities, such as environmental campaigns. The work of community committees is thus a crucial mechanism for driving participatory development and fostering local good governance. The exceptional evaluation outcomes can be attributed to five critical determinants: the legitimacy and heightened motivation of democratically elected committees, comprehensive municipal support encompassing budgetary allocation and human resources, robust cultural relationships manifested through kinship networks and collaborative frameworks, transparent participatory mechanisms facilitated through public engagement activities, and the proactive institutional role in pioneering innovative initiatives. These determinants demonstrate congruence with Social Capital Theory as conceptualized by Robert Putnam (2000), which underscores the significance of networks and trust mechanisms, while Coleman's theoretical framework (1988) elucidates the importance of social structures and interactive relationships that facilitate collective efficacy. Both theoretical paradigms provide substantive support for enhancing the operational effectiveness of community-based committees. This finding can be attributed to the high level of dedication and commitment demonstrated by all community committee members who were elected. This finding also aligns with Supatra Yodsuran et al. (2016), whose research on the role of community committees in the development of slum communities ("Case Study of the Soi Sombun Pattana 2 Community in Din Daeng District,

Bangkok”) found that the strong commitment of committee members contributed significantly to the success of their operations. Furthermore, the success of community committee operations in Nong Chak Subdistrict Municipality is fundamentally rooted in their dedication, which is reflected in their consistent attendance at meetings, active engagement with residents through field visits, and ongoing monitoring of development projects. This is supported by research from Cheng et al. (2020), which identified community leaders' commitment as a key factor in successful community development. Different forms of commitment were found to impact performance in varying ways, with commitment showing a positive correlation with work effectiveness (Chen & Francesco, 2003; Preston & Brown, 2004). Most community committee members in Nong Chak Subdistrict Municipality exhibit a high level of commitment, driven by a strong connection to their community and a deep sense of pride in contributing to local development. In sum, the community committee rating of ‘very good’ performance across all six areas can be attributed to their strong commitment, deep community ties, and pride in playing a part in advancing local development.

The findings addressing Research Objective 2 indicate that a significant proportion of community committee members remain unclear about the scope of their authority, particularly regarding which activities can be legitimately undertaken within the existing regulatory framework. This ambiguity reflects a structural weakness in the communication and internalization of formally assigned roles and responsibilities, resulting in uncertainty about the limits of permissible actions. Consequently, committee members are often unsure whether key functions—such as supporting municipal operations, delivering public services, promoting community development, encouraging public participation, and fostering social cohesion—fall within their mandate. This lack of role clarity undermines operational effectiveness, produces fragmented decision-making, and weakens the overall governance capacity of the community committee. These findings reinforce existing literature demonstrating that unclear institutional roles are a major constraint on the effectiveness of community-based organizations. When authority boundaries are not clearly defined and shared, decision-making processes become incoherent and implementation lacks consistency. Kerwin et al. (2023) similarly argue that uncertainty regarding authority and responsibility erodes coordination and cohesion in both decision-making and policy implementation. The problem identified in Nong

Chak Subdistrict Municipality therefore reflects a broader structural challenge commonly observed in community governance systems, where insufficient role articulation leads to confusion, internal conflict, and diminished organizational performance.

To address this issue, the study highlights the necessity of developing a clear and accessible operational manual that explicitly delineates the scope of authority and responsibilities of community committee members. Such a manual should employ precise and unambiguous language, supported by concrete examples that illustrate permissible actions in practice. In parallel, targeted capacity-building initiatives are required to enhance committee members' understanding of legal frameworks and institutional boundaries. This recommendation aligns with Weber and Mittwoch (2023), who emphasize that inadequate comprehension of legal distinctions frequently results in ineffective governance reforms. Within the context of Nong Chak Subdistrict Municipality, these measures should be complemented by structured workshops that enable committee members to engage with real-life scenarios and collectively interpret their roles. The establishment of mentorship arrangements between experienced and newly appointed members, along with regular role review meetings, would further reinforce institutional continuity and shared understanding. Beyond role ambiguity, the research also reveals a critical deficiency in the monitoring and evaluation of community committee performance. Although committee members function as intermediaries between citizens and the municipality, the absence of a structured evaluation framework severely limits accountability, organizational learning, and evidence-based improvement. This finding is consistent with Entwistle (2009), who underscores the central role of monitoring and evaluation in enabling community organizations to assess performance, improve planning, and align activities with community goals. Without such a system, committees struggle to demonstrate outcomes, identify weaknesses, or systematically enhance effectiveness. Accordingly, the development of a context-specific monitoring and evaluation system is essential. This system should incorporate participatory mechanisms such as regular forums for sharing lessons learned, annual performance evaluations based on clear and measurable indicators, and incentive mechanisms to recognize exemplary performance. As demonstrated by Guerra-Lopez and Hicks (2015), participatory evaluation frameworks that involve stakeholders contribute significantly to improved performance and sustainable

institutional development. In conclusion, unresolved role ambiguity and the absence of an effective monitoring and evaluation system constitute interrelated constraints on the effectiveness of community committees in Nong Chak Subdistrict Municipality. Addressing these issues through institutional clarification, capacity development, and structured evaluation mechanisms is critical to enhancing efficiency, transparency, and sustainable community governance.

New Knowledge

The research has resulted in the creation of knowledge to develop the role of community committee members, making it clearer through the creation of manuals and appropriate training, as well as the establishment of a continuous monitoring and evaluation system via learning exchange forums and reward mechanisms to enhance efficiency and motivation in the committee members' work. The researcher concludes with the M-O-D-E-L principle (Figure 2), and a brief discussion of the components.

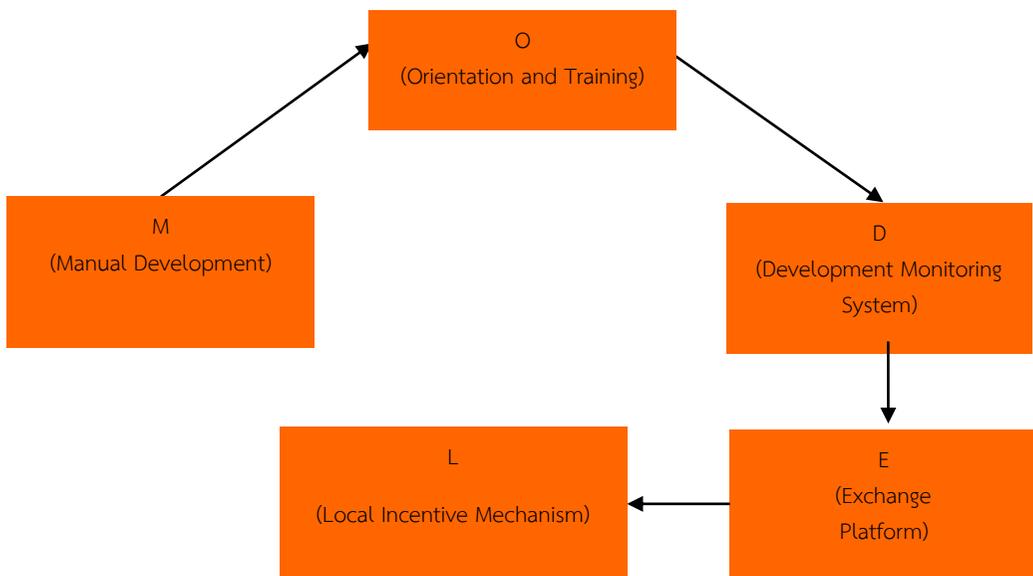


Figure 2 Guidelines for Supporting the Role of Committee Members

M (Manual Development) The development of a work manual involves creating a comprehensive and clear document outlining the roles, responsibilities, scope of duties, and participation steps in local government activities for the

community committee. This aims to foster a shared understanding and reduce issues related to misinterpretation.

O (Orientation and Training) Skills training involves organizing appropriate training sessions and activities for the appointed committee members. The focus is on enhancing management skills, communication, coordination, as well as knowledge of relevant laws and regulations.

D (Development Monitoring System) Developing a monitoring and evaluation system refers to designing a systematic and continuous process for evaluating the community committee's work. This involves evaluation from multiple sources, including self-assessment, stakeholders, and local government organizations, in order to gather data that reflects outcomes and serves as guidance for work improvement.

E (Exchange Platform) Creating a knowledge exchange platform involves establishing a space or forum for community committee members to share knowledge and experiences, whether within the same area or across communities. This platform facilitates learning from case studies and successful practices while fostering network collaboration.

L (Local Incentive Mechanism) Creating an incentive mechanism means setting up strategies to encourage and motivate community committee members, such as awarding prizes, issuing recognition certificates, or providing additional resources. This is aimed at boosting morale and enhancing efficiency in driving continuous activities.

Conclusion and Suggestion

The operations according to the roles of the community committee members in Nong Chak Subdistrict Municipality are at a 'very good' level, but a significant issue remains, namely, some community committee members are unclear about the scope of their authority and the tasks they are allowed to undertake according to the regulations. Additionally, there is a lack of an effective monitoring and evaluation system. The proposed solutions should include the creation of an easy-to-understand manual, as well as training to provide proper understanding, and the development of a monitoring and evaluation system through a learning exchange platform, annual evaluations, along with a reward mechanism for outstanding committee members.

1. Recommendations for application of the research findings

The results of the research for Objective 1 found that the operations according to the roles of the community committee members in Nong Chak Subdistrict Municipality are at a ‘very good’ level. Therefore, the management of Nong Chak Subdistrict Municipality should develop a concrete and clear monitoring and evaluation system for the work of the community committee members in order to maintain this very good standard and lead to further development.

The results from the research for Objective 2 suggest that the approach to solving the problem of unclear authority should include an easy-to-understand manual with practical examples, along with training to create a correct understanding of the roles and scope of authority according to the law. Therefore, the management of Nong Chak Subdistrict Municipality should establish a task force consisting of legal experts, academics, and experienced community committee members to collaboratively develop a clear and easy-to-understand work manual, focusing on providing case study examples of successful practices and solutions to potential problems in different situations. Additionally, communication channels should be developed to quickly address questions regarding the scope of authority, such as through applications or a consultation hotline. Furthermore, the results from the research for Objective 2 also revealed that, to address the lack of a monitoring and evaluation system, a system should be developed through a platform for exchanging lessons learned to improve the work, along with annual evaluations and a reward mechanism for outstanding committee members to foster motivation. Therefore, the management of Nong Chak Subdistrict Municipality should establish a specific committee composed of various stakeholders, including municipal officers, academics, and community representatives, to develop appropriate tools and indicators suited to the context of the area. A clear and concrete monitoring and evaluation framework should also be established. Moreover, the management of Nong Chak Subdistrict Municipality should allocate a budget to create a fair and transparent reward system, with clear criteria for evaluation and advance notification, in order to motivate community committee members to perform their duties to the best of their abilities.

2. Policy Recommendation

Nong Chak Subdistrict Municipality should implement a Systematic Support Policy for Community Committees focusing on three key elements: (1) the

development of a concise and user-friendly operational manual, (2) comprehensive training on roles and legal authority, and (3) the establishment of a monitoring and evaluation framework with clear indicators and a transparent incentive mechanism. Such measures will strengthen confidence, efficiency, and motivation among committee members, thereby ensuring the long-term sustainability of local development.

3. Recommendations for future research

3.1 Citizen perspectives: Future research should emphasize the views of local citizens who directly receive services or are affected by the actions of community committees, to provide a more comprehensive understanding of their roles.

3.2 Comparative analysis: To generalize findings beyond a single case, subsequent studies should undertake comparative analyses across different local administrative organizations, thereby accounting for variations in resources, governance structures, and community capacity.

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