

**A STUDY ON THE FACTORS AFFECTING ACADEMIC PROMOTION
OF LECTURERS AT SUAN SUNANDHA RAJABHAT UNIVERSITY
A CASE STUDY OF THE FACULTY OF SCIENCE AND TECHNOLOGY,
SUAN SUNANDHA RAJABHAT UNIVERSITY**

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Abstract

This study on the factors affecting academic promotion of lecturers at Suan Sunandha Rajabhat University, with a case study of the Faculty of Science and Technology, Suan Sunandha Rajabhat University, aims to examine the level of satisfaction regarding the factors influencing academic promotion of lecturers and to survey lecturers who have applied for academic promotion within the Faculty of Science and Technology. The population of this study consists of 100 full-time lecturers from all disciplines in the Faculty of Science and Technology, Suan Sunandha Rajabhat University. Data was collected using questionnaires, and the statistical methods employed were percentage, mean, and standard deviation

Keywords: Academic Promotion, Factors Affecting Promotion, Organizational Support

Introduction

Academic promotion is considered a crucial mechanism for enhancing the quality of lecturers in higher education institutions. It not only serves as a means of motivation and encouragement for academic staff but also acts as an indicator of academic potential, research achievements, and the creation of new bodies of knowledge that contribute to teaching, learning, and society as a whole. As a higher education institution dedicated to local and national development, Suan Sunandha Rajabhat University places great importance on the professional development of its academic personnel—particularly by promoting and supporting lecturers to achieve academic advancement effectively and equitably. However, the process of academic promotion still faces several challenges and limitations related to individual factors, procedural issues, and supporting structures, all of which may affect the success of lecturers in achieving academic promotion.

The Faculty of Science and Technology comprises diverse academic disciplines and produces scholarly works in teaching, research, and innovation. Surveying lecturers' opinions and satisfaction regarding the academic promotion process can reveal existing problems, obstacles, and genuine needs. The results can then be used to formulate appropriate policy and practical guidelines that effectively support academic advancement and enhance the quality, progress, and sustainability of the university's academic staff. Therefore, the researcher intends to conduct a study entitled “A Study on the Factors Affecting Academic Promotion of Lecturers at Suan Sunandha Rajabhat University: A Case Study of the Faculty of Science and Technology, Suan Sunandha Rajabhat University” as part of the Routine to Research (R2R) project for the fiscal year 2026 (B.E. 2569).

Research Objectives

1. To study the factors affecting academic promotion of lecturers at Suan Sunandha Rajabhat University: A case study of the Faculty of Science and Technology.
2. To propose policy and practical guidelines that can effectively support and promote academic promotion of lecturers.

Scope of the Research

The population and samples in this study consisted of lecturers from the Faculty of Science and Technology, Suan Sunandha Rajabhat University, covering 12 academic programs and one foreign lecturer, with a total of 100 lecturers.

The 12 academic programs and the foreign lecturer are as follows

1. Science and Innovation
2. Food Industrial Microbiology and Biotechnological Innovation
3. Environmental Biology
4. Food Science and Technology
5. Forensic Science
6. Home Economics
7. Sport Science and Health
8. Information Technology
9. Computer Science and Data Innovation
10. Environmental Science and Technology
11. Digital Innovation and Content Management
12. Food Innovation and Professional Chef
13. Foreign Lecture

Content Scope

1. Service Users refer to lecturers of the Faculty of Science and Technology, Suan Sunandha Rajabhat University.
2. Service Providers refer to the staff of the Research and Academic Services Development Division, Faculty of Science and Technology.
3. Satisfaction refers to the level of satisfaction of lecturers in the Faculty of Science and Technology regarding the study of factors affecting academic promotion.

Time Frame

Conducted during November 2025 – March 2026

Location

Faculty of Science and Technology, Suan Sunandha Rajabhat University

Research Methodology

The study entitled “A Study on the Factors Affecting Academic Promotion of Lecturers at Suan Sunandha Rajabhat University: A Case Study of the Faculty of Science and Technology, Suan Sunandha Rajabhat University” is quantitative research, with the details as follows

Population and Sample

The population used in this study consisted of 100 lecturers, representing the entire population.

Sample Group

The sample group for this research comprised lecturers from the Faculty of Science and Technology, Suan Sunandha Rajabhat University. The sample size was determined using Taro Yamane's formula at a 95% confidence level, resulting in a total of 80 samples

Research Instrument

The research instrument used for data collection in this study was a questionnaire developed by the researcher. The questionnaire was constructed based on a review of relevant literature and previous studies and was divided into three parts as follows:

Part 1: A checklist questionnaire concerning the general information of the respondents.

Part 2: A questionnaire regarding the factors affecting academic promotion of lecturers at Suan Sunandha Rajabhat University.

A five-point Likert scale was used to measure the level of agreement as follows

Scale	Meaning
5	Strongly agree
4	Agree
3	Neutral
2	Disagree
1	Strongly disagree

Part 3: Open-ended questions allowing respondents to provide additional opinions and suggestions. The interpretation of the mean scores for the level of satisfaction was defined by the researcher as follows

Mean Score Range	Level of Satisfaction
4.51 – 5.00	Very high
3.51 – 4.50	High
2.51 – 3.50	Moderate
1.51 – 2.50	Low
1.00 – 1.50	Very low

Data Collection

In this study, the researcher collected data using self-administered questionnaires. The purpose of the study was explained to the respondents, and sufficient time was provided for questionnaire completion. The data collection period lasted 30 days, following these steps:

1. The researcher distributed a total of 80 questionnaires to the sample group and collected all 80 completed questionnaires in person.
2. The returned questionnaires were checked for completeness and accuracy before proceeding to data analysis.

Data Analysis

1. The statistical analysis was performed using the Statistical Package for the Social Sciences (SPSS) program.
2. The Mean ($\bar{X}$) and Standard Deviation (S.D.) were used to analyze the levels of satisfaction

Research Results

The study entitled "A Study on the Factors Affecting Academic Promotion of Lecturers at Suan Sunandha Rajabhat University: A Case Study of the Faculty of Science and Technology, Suan Sunandha Rajabhat University" is a quantitative research. The details are as follows:

Presentation of Data Analysis Results

For the study on the factors affecting academic promotion of lecturers at Suan Sunandha Rajabhat University: A case study of the Faculty of Science and Technology, Suan Sunandha Rajabhat University, the researcher divided the data analysis and interpretation into three parts.

To ensure clarity and consistency in communication, the following symbols and abbreviations were defined for use in the data analysis

Symbol / Abbreviation	Meaning
N	Number of samples
X	Mean value of the samples
S.D.	Standard Deviation

Presentation of Data Analysis Results

In presenting the results of data analysis and interpretation, the researcher analyzed and presented the findings in tables accompanied by descriptive explanations. The presentation of data was divided into three parts as follows:

Part 1: Results of the analysis of general information of the respondents, consisting of two checklist questions, namely gender and field of study.

Part 2: Results of the analysis of factors affecting academic promotion of lecturers at Suan Sunandha Rajabhat University: A case study of the Faculty of Science and Technology, Suan Sunandha Rajabhat University, consisting of 41 rating scale questions.

Part 3: Open-ended questions regarding factors influencing academic promotion, in which respondents were allowed to express their opinions and suggestions freely.

Results of the Study

Part 1: General Information of the Respondents

The analysis of general information of the respondents can be summarized as follows:

1. Gender

The majority of the respondents were female lecturers, totaling 59 persons (73.75%), while male lecturers accounted for 31 persons (26.25%).

2. Personnel

All respondents were lecturers, totaling 80 persons (100%).

3. Field of Study

Most respondents were from the Science and Innovation program (10 persons, 12.50%), followed by Computer Science and Data Innovation (9 persons, 11.25%), and Environmental Science and Technology (9 persons, 11.25%). The distribution by field of study is shown below

Field of Study	Number (Persons)	Percentage
Science and Innovation	10	12.50
Computer Science and Data Innovation	9	11.25
Environmental Science and Technology	9	11.25

Field of Study	Number (Persons)	Percentage
Digital Innovation and Content Management	8	10.00
Home Economics	7	8.75
Sport Science and Health	6	7.50
Information Technology	6	7.50
Food Innovation and Professional Chef	5	6.25
Food Industrial Microbiology and Biotechnological Innovation	5	6.25
Environmental Biology	5	6.25
Food Science and Technology	5	6.25
Total	80	100.00

Factors Affecting Academic Promotion

The data analysis on factors affecting academic promotion of lecturers at the Faculty of Science and Technology, Suan Sunandha Rajabhat University, revealed the following mean ($\bar{X}$) and standard deviation (S.D.) values, along with the interpretation levels

Aspect	$\bar{X}$	S.D.	Interpretation
Academic Knowledge and Competence	4.40	0.62	High
Research Skills	4.39	0.59	Very High
Academic Experience	4.46	0.61	High
Motivation and Attitude	4.61	0.48	Very High
Organizational/Institutional Support	4.48	0.55	High
Facilities and Infrastructure	4.24	0.64	High
Management System and Personnel	4.36	0.60	High
Criteria and Regulations	4.11	0.70	High
Procedures and Processes	3.91	0.77	High
Fairness and Transparency	4.25	0.65	High
Working Environment	4.35	0.61	High
Academic Networking	4.35	0.60	High
Publication and Recognition of Works	4.40	0.57	Very High
Overall Academic Promotion	4.38	0.61	High

Interpretation Summary

The findings indicate that lecturers generally have a high level of satisfaction with the factors influencing academic promotion. The highest levels of satisfaction were found in Motivation and Attitude, Research Skills, and Publication and Recognition of Works, reflecting that personal and academic achievement-related factors play a crucial role in academic advancement

Discussion

The study titled *"Factors Affecting Academic Promotion of Lecturers at the Faculty of Science and Technology, Suan Sunandha Rajabhat University"* revealed that overall, the factors influencing academic promotion were rated at a high level ($\bar{X} = 4.38, S.D. = 0.61$). This finding indicates that the majority of lecturers perceive the supporting factors as highly favorable and conducive to achieving academic promotion.

Among all aspects, Motivation and Attitude obtained the highest mean score ($\bar{X} = 4.61, S.D. = 0.48$), suggesting that lecturers possess strong internal motivation, determination, and commitment to professional growth and research development. This finding aligns with the study of Rueangrung Chivaratchanan (2024), which emphasized that human capital enhancement through continuous development and self-efficacy is crucial to academic success.

The factor of Publication and Recognition of Works also reached a very high level ($\bar{X} = 4.40, S.D. = 0.57$), reflecting the importance lecturers place on disseminating their research in reputable journals, both nationally and internationally. This result corresponds with the study by Yeo, Chan, and Lee (2024), which found that the quality and visibility of scholarly publications significantly contribute to academic promotion and professional recognition.

Academic Knowledge and Competence ($\bar{X} = 4.40$) and Academic Experience ($\bar{X} = 4.46$) were also rated at high levels, demonstrating that the lecturers have adequate teaching expertise, academic knowledge, and experience in academic services — essential factors considered in academic evaluation. These findings support Rattanapimolpolsan (2021), who suggested that mentoring systems and competency development are vital for achieving higher academic ranks.

The aspects of Organizational/Institutional Support ($\bar{X} = 4.48$) and Management System and Personnel ($\bar{X} = 4.36$) were rated at high levels, signifying that the university's management and executive support — such as providing advice, research funding, and encouragement — greatly enhance lecturers' research productivity. This finding aligns with Suksao and Phichit Pacha (2023), who emphasized the significance of social capital and collaboration in fostering academic advancement.

In terms of Facilities and Infrastructure ($\bar{X} = 4.24$), the result indicated a high level of satisfaction. Adequate facilities, laboratories, research equipment, and access to academic databases play a crucial role in enabling effective research and publication.

Meanwhile, Criteria and Regulations ($\bar{X} = 4.11$) and Procedures and Processes ($\bar{X} = 3.91$) received slightly lower scores, though still at high levels. This suggests that some lecturers may find the academic promotion procedures somewhat complicated or unclear. This finding supports the study of Disor Thetiwat and Netnapa Wiyaletsak (2023), who recommended that promotion systems should place greater emphasis on the quality and impact of academic work rather than merely the number of publications.

The aspect of Fairness and Transparency ($\bar{X} = 4.25$) indicates that the academic promotion process is perceived as transparent and justifiable, fostering trust among lecturers. This result supports Vroom's Expectancy Theory, which states that individuals are motivated when they believe their efforts will lead to fair and valued outcomes (Pancha Chuchuy & Sumontha Wongngam, 2021).

Furthermore, Working Environment ($\bar{X} = 4.35$) and Academic Networking ($\bar{X} = 4.35$) were both rated at high levels, indicating that collaboration, collegial support, and professional connections significantly influence academic progress. This aligns with Rice,

Raffoul, Ioannidis, and Moher (2020), who found that institutional policies and professional networks play vital roles in motivating academic staff to pursue promotion.

In summary, the findings suggest that academic promotion among lecturers is primarily influenced by internal motivation, institutional support, and opportunities for research dissemination. To further enhance the academic promotion process, clear guidelines, fair assessment procedures, and continued investment in academic infrastructure are recommended.

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