

# ЕКОНОМІЧНА ТЕОРІЯ ПРАВА

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## **STUDY ON WORKLOAD IN THE COURT SYSTEM IN THE REPUBLIC OF MOLDOVA<sup>1</sup>**

In this scientific endeavor the workload in the courts of the Republic of Moldova is analyzed. The workload of judges is measured by the number of cases solved by them. Currently, the high workload of judges in the Republic of Moldova is also caused by the low filling rate of judges' posts, which increases the level of their intellectual effort. It should be noted that, in recent years, the rate of filling judges' posts has fallen as a result of the delay in reforming the courts, which has further increased the level of overwork of judges. The analysis of statistical indicators characterizing the workload in the judicial

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courts proves a high level of overwork of judges. The sociological research also proves that the workload of court personnel is high, which means that they are overworked.

**Keywords:** workload, positions occupied, courts, level of overload of judges, court cases.

**JEL Classification:** H10, K42.

**Problem conceptualization.** Ensuring effective human resource management in the judicial courts has to start with the equitable management of workload. According to Fong and Kleiner (2004), workload is considered to be one of the most stressful factors among professionals. In the case of judges, the quantity of workload is expressed by the number of cases to be dealt with, and the difficulty of the workload – by the complexity of the cases, especially in criminal or commercial cases. The large number of cases that judges have to deal with makes their work more stressful and difficult, and some judges become workaholics (Hagen, & Bogaerts, 2014), which leads to other problems. The workload pressure on magistrates is even greater as any decision on a case can affect the future of an individual, a family or even a community (Rothmann, & Rossouw, 2020). In the Republic of Moldova, the workload per judge differs from one court to another, which increases the dissatisfaction of judges due to the imbalances in the work performed by them.

**Recent research and publication analysis.** Workload is «a demand or a stress factor at the workplace that requires energy consumption in terms of time and psychological resources» (Goh, Ilies, & Wilson, 2015, p. 67). According to Souisa et al. (2025), workload is a fundamental concept in human resource management, which refers to the amount and complexity of tasks assigned to employees (Souisa, Macpal, & Biay, 2025). Also, Röttger et al. (2009) perceive workload as a multidimensional concept with a number of work patterns and cannot be expressed by a single indicator.

Workload plays a determining role in ensuring the performance of both employees and the organization. Stanton et al. (2006) argues that if the workload received is too difficult, employee productivity will decrease, and conversely, if the workload is balanced, then employee productivity will increase. Organizations, in turn, need to pay attention to every workload of their employees to achieve high performance. All the more so, productivity, according to Luximon and Goonetilleke (2001), is influenced by work tasks (physical, mental, social), additional tasks and work capacity (age, gender). The authors argue that to improve organizational performance, it is necessary that the three factors are balanced.

High workload is a common workplace requirement that shows the level of effort, expressed by having too much to do in too little time (Spector, & Jex, 1998),

which can have both negative and positive effects on performance (Gilboa, Shirom, Fried, & Cooper, 2008).

Souisa et al. (2025) argue that an excessive workload can cause stress and have a negative impact on psychological well-being, leading to decreased job satisfaction and reduced performance. In turn, stress can be caused not only by the amount of work tasks, but also by their difficulty (Wekke, 2019). From this viewpoint, the workload has been conceptualized and explored in terms of pressure, stress, and amount of work (Geurts, Kompier, Roxburgh, & Houtman, 2003). Basically, the workload has been defined as the employee's belief that he or she has more tasks to accomplish than he or she can perform in a given period (Fong, & Kleiner, 2004). Approaching the same subject, Goldschmied and Spitznagel (2020) believe that workload refers to «the number of tasks that an individual has to perform and thus acts as one of the important stressors». In this light, Spagnoli et al. (2020) argue that workload is a threatening stressor, with a negative effect on performance, because it imposes requirements on the individual who may not have enough resources to overcome them. Also, LePine et al. (2005) argue that high workload can also occur when high-performers take on more tasks and responsibilities and are therefore motivated to perform them well. In this situation, workload may be perceived as a challenging stressor that is positively rather than negatively associated with performance.

In a broader sense, the workload refers to “having large amounts of work, having to work fast, and working under time pressure” (Ilies, Huth, Ryan, & Dimotakis, 2015, p. 2–3). Similarly, the work overload is defined as «the perceived magnitude of work-role demands and the feeling that there are too many activities or tasks to be accomplished and too little time to do them» (Parasuraman, Purohit, Godshalk, & Beutell, 1996, p. 280). The workload can be analyzed both quantitatively and qualitatively. The quantitative view of workload is perceived when the employee is required to perform several tasks in a time unit, and the qualitative one – when the employee has to perform complex and difficult tasks (Oplatka, 2017).

The workload analysis is a way used to determine the time, effort and resources needed by the organization for determining the necessary of human resource both quantitatively and qualitatively in accordance with organizational goals and strategies (Adamovic, 2020). At the same time, the workload measurement is defined as a way of obtaining information about the performance of the organization or job holder which is systematically performed by using the job analysis method (Widarto, Irawanto, Saputra, & Hayaty, 2022).

Although the workload has the meaning of a number of tasks to be accomplished in a given unit of time, the reasons for analyzing workload are: identification of short, medium and long-term human resource needs; determining training needs; managing the number of employees in accordance with the established work system in order to increase employee performance.

In the case of judges and other civil servants in the public sector, more mental workload is characteristic. For this reason, the mental workload has been a concern for several researchers (Flemisch, & Onken, 2002; Loft, Sanderson, Neal, & Mooij, 2007; Vidulich, & Tsang, 2012; Wickens, 2008; Young, Brookhuis, Wickens, & Hancock, 2015). According to Omolayo and Omole (2013), the mental workload is not only specific to the job tasks but also to the job holder, as it involves individual capabilities and motivation to perform the job tasks. Vidulich and Tsang (2012) stated that mental workload is constructed of exogenous task demands and endogenous resources. The task priority, task difficulty, situational contingencies are categorized under exogenous task requirements, while updating, perceptual memory, decision making, planning, and processing are related to endogenous factors.

**Formulation of aims.** The main purpose is to identify and research the issues that more or less influence the workload of judges in the Republic of Moldova, which, in turn, has a direct impact on both the performance of the judge and the judicial system.

**The presentation of the main material.** In the case of judges, the quantitative aspect of the workload is determined, firstly, by the number of cases to be resolved, and, secondly, by the degree of coverage of the judge's positions. In turn, the qualitative aspect of the workload is determined by the complexity of the judicial cases. Table 1 presents the evolution of the number of cases registered in courts at all hierarchical levels, during the period 2018–2023.

*Table 1.*

**The evolution of the cases in courts at all hierarchical levels between  
2018–2023**

Cases	2018		2020		2022		2023	
	Number	%	Number	%	Number	%	Number	%
Total cases	303750	100	294084	100	350981	100	271195	100
Civil cases	92740	31	105938	37	88110	25	70289	26
Commercial cases	14881	5	10610	4	6248	2	4191	1
Insolvency cases	12775	4	8653	3	2873	1	1655	1
Administrative cases	14722	5	12542	4	8907	3	3398	1
Criminal cases	37738	12	33432	12	19413	6	12582	5
Misdemeanor cases	40123	13	34136	12	26851	8	19922	7
Other categories	90771	30	88773	28	198579	55	159158	59

Source: Developed by authors.

As can be seen from Table 1, the total number of cases registered in the courts of all hierarchical levels of the judicial system increased by almost 40 thousand cases in 2018–2022. If 303750 cases were registered in the courts in 2018, then in 2022, they increased up to 350981 cases. In 2023, the lowest number of cases (271195) was registered in the courts. Analyzing the structure of the total number of cases registered in the courts at all levels, we observe that most of them were civil cases. In the analyzed period, they ranged from 25% to 37% of all registered cases. Civil cases were followed by misdemeanor cases, the share of which ranged from 7% to 13%. Criminal cases represent the third category in terms of number and share in the total number of registered cases.

The settlement of cases in the courts also depends on the number of judges assigned to each court. Thus, Table 2 shows the evolution of the number of judges between 2018–2023. According to the regulatory, a total of 489 judges' posts have been established for the period 2018–2023. However, the results presented in Table 2 prove that the number of judges has been oscillating from year to year, being lower than the number of approved judges' positions, which leads to shortcomings in the activity of the courts.

*Table 2*

**The evolution of the number of judges in the Republic of Moldova 2018–2023**

<b>Number of judges</b>	<b>2018</b>	<b>Compared to the previous year, %</b>	<b>2020</b>	<b>Compared to the previous year, %</b>	<b>2022</b>	<b>Compared to the previous year, %</b>	<b>2023</b>	<b>Compared to the previous year, %</b>
Total	439	100,5	460	98,9	434	104,6	388	89,4
District courts	321	103,2	347	99,1	328	104,8	302	92,1
Courts of Appeal	91	96,8	91	98,9	81	100	75	92,6
Supreme Court of Justice	27	84,4	22	95,6	25	119,0	11	44,0

Source: Developed by authors.

Overall, the total number of judges during the analyzed period varied from year to year. In 2023, the lowest number of judges was recorded in the Republic of Moldova. A total of 388 judges were employed in the court system, which represented only 89.4% of the total number of judges. In 2024, the process of decreasing the number of judges continued. Thus, 348 judges were employed

in the judicial system of the Republic of Moldova, which made up 69.5% of the total number of approved judges' jobs (504 units), including the Transnistrian region.

The decrease in the number of judges leads, as a result of not filling vacancies, leads to an increase in the number of cases to be decided by a judge, respectively to an increase in their workload.

The coverage rate of judges' posts was below 100% at all hierarchical levels of courts. 100% coverage of judges' posts was observed in few courts. In 2022, only in two district courts the vacancy coverage rate was 100%, and in 2023 – only in one judicial court. In 2024, the vacancy rate for judges was below 100% in all courts, regardless of their hierarchical level (Ministerul Justiției al Republicii Moldova).

Over the period analyzed, the lowest rate of filling of judges' posts was recorded at the Supreme Court of Justice, ranging from 69.7% (2018) to 57.6% (2021). The filling rate of posts for judges has decreased in the majority of courts. The departure of several judges from the judicial system and the delay in the appointment of new judges to vacant posts increased the workload of judges in all courts. In the case of the Supreme Court of Justice, the workload per judge increased by more than 35% in 2018–2023.

In the case of the Appeal Courts, the most difficult situation was at the South Appeal Court (Cahul). In 2022, the vacancy coverage rate was only 66.7%, which automatically led to an increase in workload by more than 30% on average per judge. The situation worsened even more at the Court of Appeal South (Cahul) in 2024, when the coverage rate of judges' vacancies was only 16% (Ministerul Justiției al Republicii Moldova).

At the level of the district courts, the biggest problem was observed in one single court, where the coverage rate of vacancies was only 50% in 2022, decreasing even more in 2023. Similarly, we note a drastic decrease in the number of judges at the Cahul court, which resulted in the coverage rate of judges' vacancies constituting only 42.9% in 2023. This led to a more than doubling of the workload per judge, causing much professional discomfort to the personnel concerned. In addition to the increase in workload per judge, due to not filling vacancies, there is also a certain inequality in the activity of judges from different courts. The implementation of the reform of the judicial system by revising the methodology and criteria for the selection of judges at all levels of courts has led to delays in filling vacancies for judges. Over the last year, there has been a tendency for more judges to leave the judiciary, with the workload per judge increasing even more due to unfilled vacancies.



The vacancy rate is an indicator that directly influences the workload of judges. The lower the filling rate of vacant jobs, the higher the workload per judge. Moreover, the workload per judge is influenced by the number of cases registered in the courts at all hierarchical levels of the court system. This makes it possible to determine the level of overload of judges in relation to their workload, measured by the number of cases registered.

At the level of the Republic of Moldova, the number of cases has increased by almost 50 thousand, which led to an increase in the number of cases per judge from 757 in 2018 to 1001 in 2023.

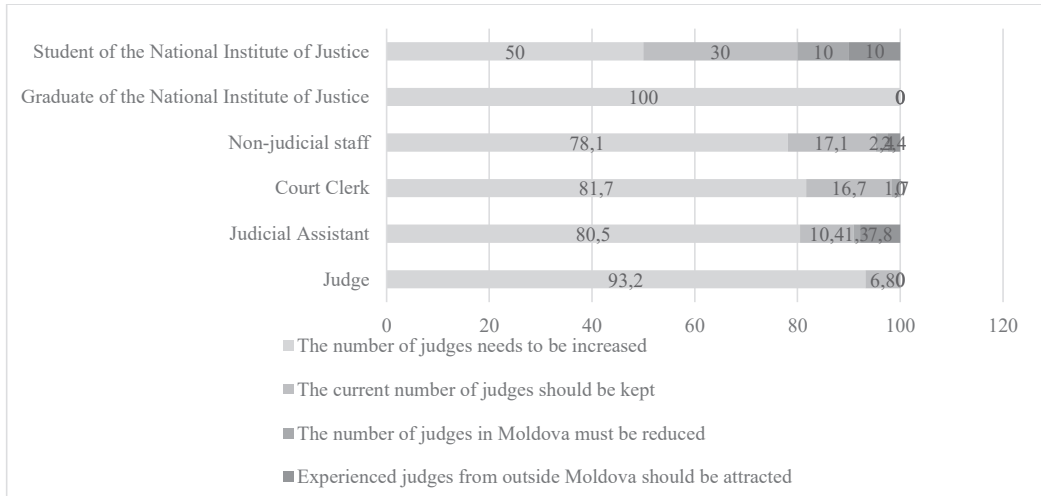
At the level of the Supreme Court of Justice, each judge had to solve at least two cases per day, based on the number of working days for a judge. The situation is much worse at lower levels. In the case of a judge of the Court of Appeal Centre (Chisinau), on average, he or she had more than 4 cases to solve per day in 2022, increasing even more in 2023. We also note that the workload of a judge of the Court of Appeal Centre (Chisinau) is almost 3 times higher than that of a judge of the Courts of Appeal North (Balti) and South (Cahul). In 2024, the effort level of judges increased even more. Thus, a judge of the Court of Appeal South (Cahul) had to solve about 6 cases daily (Ministerul Justiției al Republicii Moldova). This is due to the low level of coverage of judges' posts in the Courts of Appeal, the worst situation being in the Court of Appeal South (Cahul).

The level of effort of judges in district courts is even higher and the workload variation is more obvious. In the case of the Chisinau court, the workload, on average per judge, has increased greatly. If in 2018 a judge was assigned 851 cases to solve, then in 2023, they increased to 1148 cases, an increase of almost 300 cases per judge. As a result, in 2023, each judge in the Chisinau court had almost 6 cases to solve every day. If the coverage rate of judges' posts would have been 100% in 2023, then each judge in this court would have to solve around 4 cases per day.

The findings show that the workload of judges is disproportionate at all levels. The current case management system is not effective in reducing the level of work intensity. On the other hand, the high level of overwork of judges may have negative effects on the accomplishment of work tasks as a result of internal and external pressure to meet performance indicators.

In addition to analyzing the statistical data on the workload of judges, we conducted a survey among court personnel and future court employees (Students and Graduates of the National Institute of Justice) to give their opinion on the activity of the courts, including the workload of judges. A total of 252 people

participated in the survey. Taking into account the current workload of judges, the most respondents were in favor of increasing the number of judges in the courts (Figure 1).



*Figure 1. Respondents' opinion on the future evolution of the number of judges in the Republic of Moldova*

Source: Developed by authors.

Among all categories of respondents, judges and graduates of the National Institute of Justice stand out the most. In the case of graduates of the National Institute of Justice, this can also be justified by the fact that they are awaiting access to the post of judge, and an increase in the number of jobs would increase the chances of being appointed to such a position. Out of the 6 categories of respondents participating in the survey, only judicial assistants, non-judicial staff, court clerks and students of the National Institute of Justice are in favor of attracting judges from outside the Republic of Moldova. It should be emphasized that this option is held by a small number of respondents, which proves that the staff of the courts is skeptical about attracting judges from abroad, which shows the conservatism created in the judicial system of the Republic of Moldova.

The workload of judges is different depending on the categories of cases, as the time consumption differs from one category to another. Therefore, we set ourselves the objective of assessing which cases are the most time-consuming and demanding in the work of court employees by rating them on a Likert scale from «1» to «5» and calculating the weighted average for each category of respondents (Figure 2).



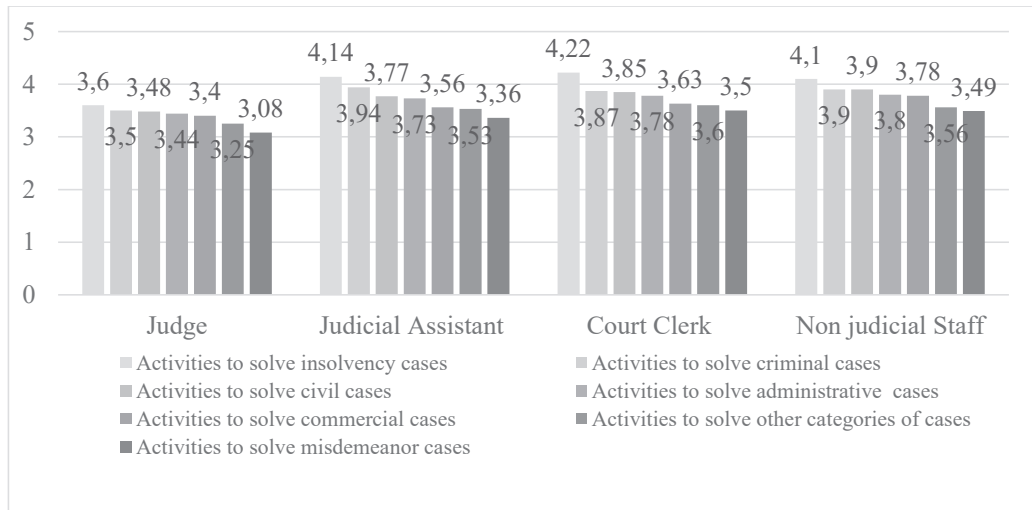


Figure 2. Weighted average of time spent solving cases in courts

Source: Developed by authors.

The data processing allowed us to see that the respondents, regardless of the category of personnel, gave the same assessment of the activities for the settlement of cases in the court. The weighted average shows that all categories of personnel spend more time on the same cases. Thus, insolvency cases are the most time-consuming, with the level of intensity varying only from one category of respondents to another. This applies to all categories of court personnel. According to the respondents, criminal cases are the second most time-consuming. For the other cases, the time consumption for their solving is decreasing. Given that judges, judicial assistants and court clerks have to deal with different cases at the same time, specialization of their activities would lead to a higher efficiency of their work and, at the same time, to an increase in the efficiency of the court's activity.

The activity in the courts depends not only on the number of cases registered each year and the number of judges, but also on the way in which the managerial processes are carried out in order to ensure fairness in the fulfillment of work tasks. Therefore, we asked respondents to rate on a scale from «1» to «5» some measures that would contribute to: ensuring a fair workload among judicial personnel; reducing the level of overwork of judges and other personnel; increasing the performance of the court, etc. (Table 3).

Table 3

**Assessment of measures impacting on judges' workload and performance**

<b>Measures covered in the survey</b>	<b>Weighted average Total</b>	<b>Standard deviation</b>	<b>Weighted average by occupational status</b>					
			<b>Judge</b>	<b>Judicial assistant</b>	<b>Court clerk</b>	<b>Non judicial staff</b>	<b>Graduate of National Institute of Justice</b>	<b>Student of National Institute of Justice</b>
Simplifying judicial procedures	4.24	1.071	3.79	4.36	4.62	3.95	3.69	4.40
Better cooperation between judges	4.13	1.026	3.48	4.26	4.42	4.12	3.81	4.20
Establishing a quality management system at court level	3.95	1.111	3.44	3.99	4.32	3.83	3.81	4.10
Specialization of the judicial assistants	4.11	1.048	3.40	4.29	4.40	4.02	3.88	4.00
Greater use of information technologies in the professional activity	3.92	1.114	3.35	3.88	4.13	4.05	4.00	4.40
Improving court management	4.04	1.084	3.27	4.13	4.40	3.95	4.00	4.20
Delegating more tasks to judicial assistants and court clerks	2.91	1.344	3.23	2.30	3.08	3.41	3.00	3.30
More effective control by court management	3.52	1.193	3.06	3,29	3.88	3.68	3.75	3.70

Source: Developed by authors.

The survey participants gave different ratings to the measures included in the questionnaire aimed at improving court performance (Table 3). Simplification of court procedures, as a measure to increase the court's performance, was rated the highest by judicial assistants and court clerks, as well as by students of the National Institute of Justice. The high appreciation from judicial assistants and court clerks can be explained by the fact that it concerns them directly in their daily activity and that a simplification of court procedures would have the effect of improving individual and institutional performance.

As *better cooperation between judges* was highly appreciated by all categories of respondents, we can see that currently the level of cooperation between judges is not the best. Cooperation between judges, by reporting on their professional experiences and benchmarking on their part would lead to an increase in court performance. *The specialization of judicial assistants* is another measure covered in the survey, highly rated by the most respondents, but especially by the judicial assistants and court clerks directly targeting them. Likewise, *establishing a quality management system at court level* is one of the measures that received high ratings and was considered necessary for courts. *Improving court management* is a measure that also received high ratings from respondents, less from judges. This proves that some court managers do not have the necessary qualities or well-developed managerial knowledge and skills that would lead to the implementation of different managerial methods and techniques with the aim of improving the performance of the court.

*The delegating more tasks to judicial assistants and court clerks* is one of the measures assessed with the lowest score by all respondents, except judges. From this, it follows that judicial assistants and court clerks perform a workload appropriate to the job, and transferring new work tasks to them would put greater pressure, which would lead to increased work intensity and professional stress, on the one hand, and to the occurrence of errors in the exercise of work tasks, on the other. Therefore, this measure cannot be considered beneficial for increasing the performance of the judicial court. In addition, improving the activity of the judicial court can be achieved through *the digitalization of activities*, a measure also provided for in the justice reform strategy for 2022–2025, which automatically leads to a reduction in the workload in the courts. However, the wider use of information technologies in professional activity recorded a relatively low score from the majority of respondents, with other measures being considered more important for increasing the performance of the judicial court.

**Conclusions.** The workload of judges, expressed in the number of the solved cases, increased during the analyzed period in all courts. In addition to the fact that the number of cases registered in courts has increased, which automatically leads

to an increase in the work intensity of both judges and judicial assistants and clerks, the increase in work intensity is also due to the low rate of coverage of judge positions. With the exception of two courts, in 2023, the rate of coverage of judge positions was around 65% in some courts, and in others it decreased even more – below 50%.

There is a disproportionality in the work of judges, from a territorial aspect. While in some courts a judge had just over 300 files/year (in the case of the Courts of Appeal), in the district courts a judge had, on average, more than 900 cases/year. We also note at the level of district courts a clear gap in the workload of judges. In some courts, the workload is over 1.5 times higher than in others, which leads to professional discomfort and an increase in the effort level on the part of some judges, which has created professional inequity and greater dissatisfaction on the part of judicial system employees.

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## ДОСЛІДЖЕННЯ РОБОЧОГО НАВАНТАЖЕННЯ В СУДОВІЙ СИСТЕМІ РЕСПУБЛІКИ МОЛДОВА

**Постановка проблеми.** Забезпечення ефективного управління людськими ресурсами в судах має починатися зі справедливого управління робочим навантаженням. У випадку суддів обсяг робочого навантаження виражається кількістю справ, які потрібно розглянути, а складність робочого навантаження – складністю справ, особливо у кримінальних або комерційних справах. Велика кількість справ, якими доводиться займатися суддям, робить їхню роботу більш стресовою та важкою, а деякі судді стають трудоголіками, що породжує інші проблеми. Тиск робочого навантаження на магістратів ще більший, оскільки будь-яке рішення у справі може вплинути на майбутнє окремої особи, сім'ї чи навіть громади. У Республіці Молдова робоче навантаження на суддю відрізняється від суду до суду, що збільшує невдоволення суддів через дисбаланс у виконуваних ними роботах.

**Аналіз останніх досліджень і публікацій.** Останні дослідження та публікації з цієї проблеми містять такі важливі висновки:

1) робоче навантаження – це вимога і фактор стресу на робочому місці, який вимагає витрат енергії з точки зору часу та психологічних ресурсів. Це фундаментальне поняття в управлінні людськими ресурсами, яке стосується обсягу та складності завдань, що доручаються працівникам (Goh, Ilies, Wilson, 2015; Souisa, Mascral, Biay, 2025; Röttger та ін., 2009);

2) робоче навантаження відіграє визначальну роль у забезпеченні продуктивності як працівників, так і організації, але високе робоче навантаження може мати як негативний, так і позитивний вплив на продуктивність (Stanton та ін., 2006; Luximon, Goonetilleke, 2001; Spector, Jex, 1998; Gilboa, Shirom, Fried, Cooper, 2008);

3) надмірне робоче навантаження може викликати стрес і негативно впливати на психологічне благополуччя, що призводить до зниження задоволення від роботи та продуктивності (Souisa та ін., 2025; Wekke, 2019; Geurts, Kompier, Roxburgh, Houtman, 2003; Fong, Kleiner, 2004; Goldschmied, Spitznagel, 2020; Spagnoli та інші, 2020; LePine та ін., 2005);

4) робоче навантаження можна аналізувати як кількісно, так і якісно (Adamovic, 2020; Widarto, Irawanto, Saputra, Hayaty, 2022);

5) у випадку суддів та інших державних службовців у державному секторі характерне більше розумове навантаження (Flemisch, Onken, 2002; Loft, Sanderson, Neal, Mooij, 2007; Vidulich, Tsang, 2012; Wickens, 2008; Young, Brookhuis, Wickens, Hancock, 2015; Omolayo, Omole, 2013; Vidulich, Tsang, 2012).

**Формулювання цілей.** Головна мета статті полягає у визначенні та дослідженні питань, які більшою чи меншою мірою впливають на робоче навантаження суддів у Республіці Молдова, що у свою чергу має прямий вплив як на ефективність роботи судді, так і на судову систему.

**Виклад основного матеріалу.** У випадку суддів кількісний аспект робочого навантаження визначається, по-перше, кількістю справ, які потрібно вирішити, а по-друге, ступенем охоплення посад судді. Якісний аспект робочого навантаження визначається складністю судових справ. У статті на основі статистичного матеріалу аналізуються динаміка та структура загальної кількості справ, зареєстрованих у судах усіх ієрархічних рівнів судової системи Республіки Молдова.

Автори також стверджують, що розгляд справ у судах залежить від кількості суддів, призначених до кожного суду. Зменшення кількості суддів унаслідок незаповнення вакансій призводить до збільшення кількості справ, які має вирішити суддя, відповідно до збільшення його робочого навантаження.

Рівень вакансій – це показник, який безпосередньо впливає на навантаження суддів. Чим нижчий рівень заповнення вакантних посад, тим вище навантаження на одного суддю. Крім того, на навантаження на одного суддю впливає кількість справ, зареєстрованих у судах на всіх ієрархічних рівнях судової системи. Це дає змогу визначити рівень перевантаження суддів відносно їхнього робочого навантаження, що вимірюється кількістю зареєстрованих справ. Такі висновки дослідники підкріплюють статистичними даними по Республіці Молдова – на рівні Верховного Суду, Апеляційного суду Центру (Кишинів), Апеляційних судів Півночі (Бельці) та Півдня (Кагул); районних судів. Робоче навантаження суддів є непропорційним на всіх рівнях. Поточна система управління справами не є ефективною для зниження рівня інтенсивності роботи. Причому високий рівень перевантаження суддів може



негативно вплинути на виконання робочих завдань унаслідок внутрішнього та зовнішнього тиску щодо досягнення показників ефективності.

Упровадження реформи судової системи шляхом перегляду методології та критеріїв відбору суддів усіх рівнів судів призвело до затримок із заповненням вакансій суддів. Протягом останнього року спостерігається тенденція до збільшення кількості суддів, які залишають судову систему, при цьому навантаження на одного суддю ще більше зростає через незаповнені вакансії.

Автори статті провели опитування серед працівників і майбутніх працівників суду (студентів і випускників Національного інституту правосуддя) задля з'ясування їхньої думки щодо діяльності судів, зокрема щодо робочого навантаження суддів. В опитуванні взяли участь 252 особи.

Результати опитування:

1) більшість респондентів висловилися за збільшення кількості суддів у судах. Однак за залучення суддів з-за меж Республіки Молдова виступає тільки невелика кількість респондентів, а персонал судів скептично ставиться до залучення суддів з-за кордону, що свідчить про консерватизм у судовій системі Республіки Молдова;

2) навантаження суддів різняться залежно від категорій справ. Найбільш працездатними є справи про неплатоспроможність і кримінальні справи. Ураховуючи, що судді, помічники суддів і судові секретарі повинні одночасно займатися різними справами, спеціалізація їхньої діяльності сприятиме вищій ефективності їхньої роботи та діяльності суду загалом;

3) діяльність у судах залежить від того, як здійснюються управлінські процеси з метою забезпечення справедливості у виконанні робочих завдань. Учасники опитування оцінили заходи, спрямовані на поліпшення роботи суду. Високу оцінку одержали: краща співпраця між суддями; спеціалізація помічників суддів; створення системи управління роботою суду; цифровізація роботи судів, що передбачено стратегією реформування юстиції на 2022–2025 роки, що автоматично веде до зменшення робочого навантаження в судах.

**Висновки.** Навантаження суддів, виражене в кількості розв'язаних справ, зросло протягом аналізованого періоду в усіх судах, що автоматично веде до збільшення працездатності як суддів, так і помічників суддів і секретарів. Зростання працездатності також зумовлене низьким рівнем заповнення суддівських посад. За винятком двох судів, у 2023 р. рівень заповнення суддівських посад становив близько 65% у деяких судах, а в інших він знизився ще більше – нижче 50%. Спостерігається диспропорція в роботі суддів у територіальному аспекті. У той час як у деяких апеляційних судах на одного суддю припадало трохи більше 300 справ / рік, у районних судах на одного суддю припадало в середньому понад 900 справ / рік. На рівні районних судів має місце явний розрив у навантаженні суддів. У деяких судах робоче навантаження більш ніж у 1,5 рази вище, ніж в інших, що призводить до професійного дискомфорту та збільшення рівня зусиль з боку деяких суддів, що в свою чергу

створює професійну нерівність і посилює невдоволення з боку працівників судової системи.

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### Коротка анотація

У цій науковій роботі аналізується робоче навантаження в судах Республіки Молдова. Робоче навантаження суддів вимірюється кількістю справ, які вони розглядають. Наразі високе робоче навантаження суддів у Республіці Молдова також зумовлене низьким рівнем заповнення суддівських посад, що підвищує рівень їхніх інтелектуальних зусиль. Слід зазначити, що в останні роки рівень заповнення суддівських посад знизився внаслідок затримки з реформуванням судів, що ще більше підвищило рівень перевантаження суддів. Аналіз статистичних показників, що характеризують робоче навантаження в судах, доводить високий рівень перевантаження суддів. Соціологічні дослідження також доводять, що робоче навантаження судового персоналу є високим, а це означає, що він перевантажений.

**Ключові слова:** робоче навантаження, займані посади, суди, рівень перевантаження суддів, судові справи.

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