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КОУЧИНГ ЯК ІНСТРУМЕНТ ЗАПОБІГАННЯ СТАНУ ПРОФЕСІЙНОГО ВИГОРАННЯ ПЕРСОНАЛУ СУДОВОЇ СИСТЕМИ.

Актуальність. Актуальність теми дослідження зумовлена зростанням рівня психоемоційного навантаження на персонал судової системи України в умовах війни, кадрового дефіциту та трансформаційних процесів у сфері правосуддя. Професійне вигорання суддів і працівників апарату судів безпосередньо впливає на якість здійснення правосуддя та потребує пошуку нових, етично безпечних інструментів підтримки працівників. Тривалий вплив стресових чинників призводить до зниження професійної стійкості, мотивації та рівня довіри до інституцій правосуддя. Водночас традиційні організаційні та психологічні заходи профілактики вигорання не завжди дають стійкий результат у сучасних кризових умовах. Особливої актуальності набуває впровадження інструментів, які не втручаються у процесуальну діяльність суддів і не порушують принципів їхньої незалежності та неупередженості. У цьому контексті коучинг розглядається як інноваційний підхід до психоемоційної підтримки персоналу судів, орієнтований на розвиток внутрішніх ресурсів і професійної саморегуляції. Актуальність дослідження також зумовлена євроінтеграційними прагненнями України, які передбачають забезпечення високих стандартів якості правосуддя та належних умов праці для персоналу судової системи.

Мета та завдання. Метою статті є дослідження синдрому професійного вигорання персоналу судової системи України в умовах воєнного стану та повоєнної відбудови, а також обґрунтування організаційних та індивідуальних шляхів його попередження та подолання з метою збереження кадрового потенціалу й забезпечення якості здійснення правосуддя в країні.

Для досягнення цієї мети визначено такі основні завдання: обґрунтувати ключові напрями психологічного розвантаження та визначити їх обмеження в сучасних умовах функціонування судів; визначити особливості використання коучингу в процесі психоемоційного розвантаження працівників судової системи країни.

Матеріали та методи. Емпіричну базу дослідження склали узагальнені результати відкритих статистичних даних, аналітичних звітів органів судової влади та матеріали профільних досліджень. Методами дослідження було обрано аналіз і синтез наукових джерел, структурно-логічний аналіз, узагальнення та систематизація теоретичних підходів.

Результати дослідження. Обґрунтовано п'ять ключових напрямів психологічного розвантаження та визначено їх обмеження в сучасних умовах функціонування судів. Визначено особливості використання коучингу в процесі психоемоційного розвантаження працівників судової системи країни. Наукова новизна результатів дослідження полягає у розробленні алгоритму впровадження коучингу як етично нейтрального та недирективного методу психоемоційної підтримки суддів. Практична цінність результатів полягає у можливості використання запропонованих підходів у системі управління персоналом судової влади та програмах підвищення кваліфікації суддів. Проведене дослідження дозволяє розширити інструментарій профілактики професійного вигорання в судовій системі України. Отримані результати створюють підґрунтя для подальшого впровадження коучингових практик із дотриманням принципів незалежності, неупередженості та професійної етики суддів.

Висновки. У дослідженні комплексно проаналізовано сутність, причини та основні прояви професійного вигорання персоналу судової системи України в умовах воєнного стану, кадрового дефіциту та інституційних трансформацій. Визначено специфіку психоемоційного навантаження на суддів і працівників апарату судів, зумовлену високою відповідальністю, суспільним тиском і жорсткими процесуальними вимогами. Систематизовано ключові напрями психологічного розвантаження персоналу судової системи та проаналізовано обмеження кожного з них з позицій практичної реалізації. Обґрунтовано, що традиційні організаційні та психологічні заходи потребують доповнення індивідуально орієнтованими інструментами підтримки.

У роботі доведено доцільність використання коучингу як етично безпечного, недирективного та превентивного методу психоемоційного розвантаження суддів. Розроблено поетапний алгоритм впровадження

коучингу в судовій системі з урахуванням принципів незалежності, неупередженості та конфіденційності судової влади. Визначено коло коучингових запитань, які можуть застосовуватися без втручання у процесуальну діяльність суддів. Показано, що коучинг сприяє усвідомленню внутрішніх ресурсів, професійних меж і цінностей суддів. Сформульовано практичні рекомендації щодо інтеграції коучингових підходів у систему управління персоналом судової системи України.

Ключові слова: управління персоналом, надмірне психоемоційне навантаження, суддя, компетентності, емоційний інтелект, професійна етика, опитувальник.

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COACHING AS A TOOL FOR PREVENTING PROFESSIONAL BURNOUT IN JUDICIAL SYSTEM STAFF.

Topicality. The relevance of the research topic is determined by the increasing level of psycho-emotional stress on the personnel of the Ukrainian judicial system in the context of war, staff shortages, and transformation processes in the field of justice. The professional burnout of judges and court staff directly affects the quality of justice and requires the search for new, ethically safe tools to support employees. Prolonged exposure to stressors leads to a decline in professional resilience, motivation, and trust in justice institutions. At the same time, traditional organizational and psychological measures to prevent burnout do not always produce lasting results in the current crisis conditions. The introduction of tools that do not interfere with the procedural activities of judges and do not violate the principles of their independence and impartiality is particularly relevant. In this context, coaching is seen as an innovative approach to the psycho-emotional support of court staff, focused on the development of internal resources and professional self-regulation. The relevance of the study is also determined by Ukraine's European integration aspirations, which envisage ensuring high standards of justice and adequate working conditions for court system staff.

Aim and tasks. The purpose of this article is to study the syndrome of professional burnout among personnel of the Ukrainian judicial system in conditions of martial law and post-war reconstruction, as well as to substantiate organizational and individual ways of preventing and overcoming it in order to preserve human resources and ensure the quality of justice in the country.

To achieve this goal, the following main tasks have been identified: to substantiate the key areas of psychological relief and identify their limitations in the current conditions of the courts' functioning; to identify the peculiarities of using coaching in the process of psycho-emotional relief of employees of the country's judicial system.

Materials and Methods. The empirical basis of the study consisted of generalized results of open statistical data, analytical reports of judicial authorities, and materials from specialized studies. The research methods chosen were analysis and synthesis of scientific sources, structural and logical analysis, generalization, and systematization of theoretical approaches.

Research results. Five key areas of psychological relief have been substantiated and their limitations in the current conditions of court functioning have been identified. The peculiarities of using coaching in the process of psycho-emotional relief of employees of the country's judicial system have been determined. The scientific novelty of the research results lies in the development of an algorithm for the implementation of coaching as an ethically neutral and non-directive method of psycho-emotional support for judges. The practical value of the results lies in the possibility of using the proposed approaches in the judicial personnel management system and in programs for the professional development of judges. The study allows for the expansion of tools for the prevention of professional burnout in the Ukrainian judicial system. The results obtained create a basis for the further implementation of coaching practices in compliance with the principles of independence, impartiality, and professional ethics of judges.

Conclusion. The study comprehensively analyzes the essence, causes, and main manifestations of professional burnout among personnel in the Ukrainian judicial system in the context of martial law, staff shortages, and institutional transformations. It identifies the specific psycho-emotional stress experienced by judges and court staff due to their high level of responsibility, public pressure, and strict procedural requirements. The key areas of psychological relief for judicial system personnel are systematized, and the limitations of each are analyzed from the perspective of practical implementation. It is argued that traditional organizational and psychological measures need to be supplemented with individually oriented support tools.

The paper proves the expediency of using coaching as an ethically safe, non-directive, and preventive method of psycho-emotional relief for judges. A step-by-step algorithm for introducing coaching into the judicial system has been developed, taking into account the principles of independence, impartiality, and confidentiality of the judiciary. A range of coaching questions has been identified that can be used without interfering with the procedural activities of judges. It

has been shown that coaching promotes awareness of judges' internal resources, professional boundaries, and values. Practical recommendations have been formulated for integrating coaching approaches into the personnel management system of the Ukrainian judicial system.

Keywords: *human resource management, excessive psycho-emotional stress, judge, competence, emotional intelligence, professional ethics, questionnaire.*

Problem statement and its connection with important scientific and practical tasks. Due to the prolonged, exhausting, and bloody war waged by the Russian Federation against Ukraine, there is not a single Ukrainian (regardless of whether they are in the country or abroad) who has not experienced, to one degree or another, intense moral and psychological pressure, emotional exhaustion and instability, anxiety, and high levels of stress. Prolonged exposure to such conditions cannot fail to have consequences for human health and, in most cases, is accompanied by a significant reduction in productivity and even burnout syndrome. Under such conditions, the professional activities of employees of the Ukrainian judicial system are particularly vulnerable, as they are inherently associated with high responsibility, constant emotional stress, and the need to make balanced and objective decisions. Judges at various levels and court staff are forced to perform their duties under the influence of both general social stress and psychological pressure directly related to their professional activities, while maintaining impartiality, concentration, and psychological stability. The combination of military challenges, staff shortages, increased workload, and heightened public expectations regarding the quality and speed of justice creates the conditions for the systematic spread of the negative and threatening phenomenon of professional burnout among the staff of Ukraine's judicial system.

Under martial law and the post-war transformation of the judicial system, the emotional component of the professional activities of court personnel has become significantly more complicated, which is also related to the consideration of cases that are highly socially sensitive and have a significant public impact. In addition, the digitization of the judicial system, which was introduced in a relatively short period of time, has also become a source of additional stress for a significant portion of employees, especially those in the middle age group. As a result, there have been isolated cases of professional burnout among judicial system employees, which has a negative impact on the quality of decisions, the efficiency of the judicial process, and, ultimately, the level of public trust in the judiciary.

Ignoring the problem of professional burnout among employees exacerbates staff turnover and thus deepens the staffing crisis in the country's

judicial system. In the context of the European integration processes taking place in Ukraine, the issue of maintaining the psychological and emotional stability of court personnel is of particular importance, since the effective, independent, and impartial administration of justice is one of the key requirements for the functioning of the judiciary in European Union member states. That is why research into the issue of professional burnout is a necessary prerequisite for the development of effective management and preventive mechanisms to support judicial system personnel and prevent the possible negative consequences of the deterioration of their psychological and emotional states. This, in turn, will contribute to ensuring the sustainable functioning of the Ukrainian judicial system in the current conditions and in the post-war period.

Analysis of recent publications on the problem. Throughout the period of Russia's full-scale invasion of Ukraine, research findings began to appear in Ukrainian scientific circles on the state, causes, and possible ways to overcome a rather threatening phenomenon — the syndrome of professional burnout among employees of the country's judicial system. Most of these studies focus specifically on the psychological characteristics of professional burnout among judges. Thus, Z. Dilna defines the essence and outlines the main signs of professional and emotional burnout in judges as representatives of the judicial branch of government (Dilna, 2020). The author thoroughly proves that professional burnout in judges can be recognized by four criteria, namely changes in their behavior, emotional sphere, thinking, and health. O. Milyutina justifies the existence of a fairly high risk of professional burnout among employees of the Ukrainian judicial system due to a whole range of objective reasons, such as the high professional workload of court employees, tight time frames for considering cases and making reasoned decisions, intense emotional pressure due to complex cases or routine work, the need for daily interaction with different categories of citizens (including victims and suspects), and a sense of responsibility to society for the decisions made (Milyutina, 2024). That is why the author emphasizes the need to introduce a comprehensive approach to preventing professional burnout among personnel in the country's judicial system, which will preserve the psychological health of judges and

improve the quality of their professional activities in the short term.

On the other hand, O. Chernenko and A. Romanova emphasize that despite powerful external influences and extremely difficult psychological working conditions, judges must always maintain control over their emotions and remain impartial when making decisions within the scope of their professional duties, which will contribute to the growth of the judicial system's authority in society. In this situation, judges must keep their emotions under control and always be impartial when making every decision within the scope of their professional duties, which will contribute to the growth of the judicial system's authority in society (Chernenko, 2020; Romanova, 2024). A. Biryukova, I. Kondratova, and L. Ryabovol argue that ethical behavior by judges should be based on "ethical standards of judicial activity," i.e., a set of behavioral norms and value judgments about the ethics of judicial activity that determine a judge's behavioral model (Biryukova, 2021; Ryabovol, 2021). Indeed, we fully agree with the authors and also assert that this is very important, since adherence to ethical standards by judges, both in their profession and in everyday life, will allow them to clearly identify the right choice among the possible courses of action. However, we emphasize that full compliance with ethical standards will unfortunately not be able to reduce the psychological pressure on a person and a professional.

Allocation of previously unsolved parts of the general problem. Therefore, despite fairly extensive research in this area, there is a significant need to identify tools that will reduce excessive moral and psychological pressure on judges in the performance of their professional duties without violating ethical standards, in order to expand their professional prospects. The implementation of such tools will contribute to increasing the psycho-emotional stability of judges and reducing the risks of professional burnout. This, in turn, will have a positive impact on the quality of court decisions and the stability of the judicial system as a whole. The introduction of ethically safe support mechanisms will help to retain the human resources of the courts and reduce staff turnover. In addition, it will contribute to the formation of a more stable professional identity for judges and increase public confidence in the judiciary. In the long term, such approaches create the basis for modernizing the judicial personnel management system in line with European standards.

Formulation of research objectives (problem statement). The purpose of this article is to study

the syndrome of professional burnout among personnel of the Ukrainian judicial system in conditions of martial law and post-war reconstruction, as well as to justify organizational and individual ways of preventing and overcoming it in order to preserve human resources and ensure the quality of justice in the country.

To achieve this goal, the study sets out the following main tasks: to analyze and justify the leading approaches to psychological relief for judicial system personnel, as well as to outline the limitations of their application in the current conditions of court functioning; to investigate the specifics and possibilities of using coaching as a tool for psycho-emotional support for employees of the Ukrainian judicial system.

Materials and Methods. The theoretical basis of the work was the works of domestic and foreign scientists on professional burnout, psychology of labor, personnel management, and the functioning of the judicial system. The empirical basis of the study consisted of generalized results of open statistical data, analytical reports of judicial authorities, and materials from specialized studies.

In the process of writing the article, a set of general scientific and special research methods was used. Methods of analysis and synthesis were used to generalize scientific approaches to defining the essence and manifestations of professional burnout among court personnel. A comparative method was used to compare different approaches to psychological relief and assess their effectiveness and limitations. The study also used a structural-logical approach to build a comprehensive model of psycho-emotional relief for judicial system personnel. The method of systematic analysis allowed us to consider professional burnout as a multifactorial phenomenon caused by organizational, managerial, and individual factors. Content analysis of regulatory and legal acts governing the activities of the judicial system and the working conditions of its personnel was used. The generalization method was used to formulate conclusions and practical recommendations. The inductive approach made it possible to justify the expediency of using coaching as a tool for the psycho-emotional relief of judges on the basis of individual theoretical provisions.

An outline of the main results and their justification. The issue of professional burnout among employees of the Ukrainian judicial system has long been discussed at various levels with the aim of finding effective ways to resolve it. In October 2018, a seminar was held for heads of structural units of the Supreme Court on the topic of "Prevention of emotional burnout in managers"

under the program of the National School of Judges of Ukraine and with the support of the New Justice Sector Reform Program of the US Agency for International Development (USAID) (Heads, 2018). One of the ways to overcome professional burnout among court managers was identified as the development of emotional competence. In September 2021, another event on this topic was held for employees of the Commercial Court of Sumy Region and the Territorial Administration of the Court Guard in Sumy Region (How, 2021). During the event, the causes leading to professional burnout were examined in detail, its symptoms were revealed, and measures that can be used to prevent all negative manifestations of professional burnout syndrome among judges were justified. Among the most effective prevention methods, the speaker highlighted continuous professional development, the use of supervision in the workplace, and a clear separation between personal and professional life. Thus, as we can see, the issue of professional burnout is not only recognized by the leadership of the Ukrainian judicial system, but concrete steps are also being taken to prevent its negative consequences and, even better, to prevent any signs of this negative condition from manifesting in judges.

Interestingly, is professional burnout among judicial system employees a purely Ukrainian phenomenon? It turns out that it is not. In the spring of 2025, the Secretariat of the Global Network for Judicial Integrity conducted a large-scale survey of 758 judicial system employees from 102 countries around the world to establish a link between a judge's well-being and their professional integrity (The impact, 2025). The survey results showed that 76% of respondents do not have enough time to maintain their physical and mental health at an optimal level, and 92% of respondents clearly stated that their work is associated with high levels of stress. Therefore, the issue of professional burnout among judges is related to their profession, but in Ukraine, this negative pressure is compounded by excessive moral and psychological stress caused by the war, nighttime shelling, blackouts, etc.

What is so threatening about the phenomenon of professional burnout among personnel in Ukraine's judicial system? Various aspects of professional burnout can manifest themselves in persistent emotional exhaustion, chronic fatigue, loss of internal resources needed to perform job duties effectively, constant stress, and fear of not being able to do something on time (Burnout, 2025; Prevention, 2025). Common manifestations of burnout also include a decrease in a specialist's motivation for professional activity, loss of

empathy, a formal attitude toward work and failure to pay due attention to available evidence, and loss of a sense of the significance of one's role in the administration of justice. Behaviorally, this may be accompanied by irritability, emotional detachment from participants in the judicial process and colleagues, and a tendency toward cynicism. At the cognitive level, burnout manifests itself in decreased concentration, sharp deterioration of memory, difficulties in perceiving new professional information and making decisions, resulting in an increase in the number of professional errors, which are unacceptable for a judge. Physical symptoms, regardless of age, can manifest themselves in sleep disturbances, accompanied by headaches, psychosomatic disorders, and a general deterioration in health. Increased anxiety, feelings of helplessness, and professional insecurity are also characteristic. In the long term, such manifestations can lead to a decrease in the effectiveness of the courts, an increase in staff turnover in the judicial system, and negatively affect the quality of justice in general. Thus, as we can see, even one of the described manifestations is unacceptable for the full implementation of ethical standards in the activities of a judge, and their combined effect makes it impossible to ensure the quality of case consideration and the effectiveness of justice.

Given that "the main criterion for quality adjudication is and will remain the judge himself or herself, his or her character traits and human qualities" (Denisenko, 2015), it is important at all levels, and primarily at the personal level, to make efforts to prevent and overcome professional burnout among personnel in the Ukrainian judicial system. To this end, we will analyze the main measures recommended by psychology experts to reduce the negative psychological pressure of the profession on individuals.

The first area of psychological relief for judicial system personnel is considered to be organizational support and rationalization of workload (Kurylin, 2023; Hutsaliuk, 2024). This area involves reviewing the distribution of cases, optimizing work processes, and reducing excessive workloads on individual employees. The implementation of this approach and the achievement of a positive effect from it is possible through the introduction of clear working time standards, the automation of routine procedures, the recruitment of additional staff, and the more effective use of electronic justice. It is also important to ensure realistic planning of the time allocated for the consideration of cases at the stage of their distribution. However, despite the obvious importance of organizational support and rationalization of the workload, this area has a

number of objective limitations in the context of preventing professional burnout among judges. First, a significant limitation is the chronic staff shortage in the judicial system, which makes it impossible to significantly reduce the workload even if processes are optimized. In the absence of a sufficient number of judges and court staff, the redistribution of cases will be largely formal in nature and will not lead to a real reduction in the psychological and emotional pressure on judges. Secondly, the specific nature of the psychological and emotional burden in judicial activity lies not so much in the number of cases as in their complexity, social sensitivity, and the high cost of mistakes. Even with a reduction in the formal workload, the level of responsibility and emotional tension remains high, which limits the preventive effect of this approach. Thirdly, the introduction of electronic justice and the automation of procedures is not always accompanied by adequate staff training, which may temporarily increase stress levels rather than reduce them (Hutsaliuk, 2023). The adaptation period to new digital tools is often an additional source of psycho-emotional overload for judges. Fourth, there are institutional and regulatory constraints, including legally defined deadlines for case consideration and procedural requirements, which do not allow for flexible adjustment of the workload depending on the psycho-emotional state of the judge (Zakharova, 2025). Fifth, organizational measures alone do not take into account the individual psychological characteristics of judges, their ability to recover resources, and their response to stress. Therefore, without psychological support and individual self-regulation tools, this approach has limited effectiveness in the long term.

The second area of psychological relief for judicial system personnel is psychological support and burnout prevention (Milyutina, 2024; Denisenko, 2015). This area is implemented through the introduction of a system of regular psychological consultations, stress resistance training, and crisis counseling for judges and court staff. It is advisable to create confidential psychological assistance programs that would lower the barrier to seeking support. Preventive measures should be systematic, not one-off. At the same time, despite the significant potential of psychological support and burnout prevention, the implementation of this approach also has a number of limitations in the context of the judicial system. Firstly, one of the key limitations is the high level of distrust of psychological assistance among some judges and court staff, which is due to a professional culture of restraint and fear of stigmatization. This

significantly reduces the willingness of staff to openly seek psychological support, even when appropriate programs are available. Second, ensuring real confidentiality of psychological consultations within judicial institutions remains a challenge. Concerns about possible disclosure of information or its use for management or disciplinary purposes discourage staff from participating in such activities. Thirdly, the effectiveness of psychological support largely depends on the qualifications of the specialists working with court staff. The lack of specialisation among psychologists working with professional groups with a high level of responsibility may limit the practical benefits of such programmes. Fourth, psychological measures are not always able to compensate for systemic organizational problems, such as overload, staff shortages, and unstable working conditions. In the absence of parallel management changes, their impact is often short-term. Fifth, the implementation of this approach requires stable funding and institutional support, which can be difficult in conditions of martial law and limited resources. Thus, psychological support is an important but not sufficient tool for overcoming professional burnout and should be used in conjunction with other organizational and managerial measures.

The third area of psychological relief for judicial system personnel is considered to be the development of managerial competencies among court administrators (Pruszczak, 2018). Effective personnel management by court presidents and administrative heads is a key factor in reducing the level of professional burnout. The implementation of this approach involves training managers in modern HR approaches, emotional leadership skills, communication, and early detection of signs of burnout in subordinates. Management decisions should be based on support, not just control. At the same time, despite the significant potential for developing the managerial competencies of court administrators as a means of reducing psychological stress on staff, its implementation also has a number of significant limitations. First, one limitation is the traditionally administratively oriented management model inherent in some judicial institutions, in which control and formal procedural approaches prevail over supportive ones. This complicates the introduction of elements of emotional leadership and modern HR practices (Bondar, 2021). Secondly, not all court administrators are motivated or willing to change their management style, especially in conditions of increased responsibility and external pressure. Resistance to management innovations can reduce the effectiveness of training

programs and practical tools. Third, there are limitations in terms of time and resources for systematic training of management staff, which, given the shortage of personnel and the heavy workload of court administrators, makes it difficult to regularly improve management skills. Fourth, court administrators are often constrained by regulatory frameworks that limit their ability to respond flexibly to individual staff needs or implement non-standard management decisions. Fifth, developing management competencies does not always have a rapid effect on reducing burnout, as changing management culture is a long-term process. Therefore, developing the managerial competencies of court administrators is an important strategic direction for preventing professional burnout, but its effectiveness will largely depend on the willingness of employees to accept institutional changes and must be complemented by other psychological and organizational measures.

The fourth direction of psychological relief for judicial system personnel is considered to be increasing the level of professional autonomy and recognition of work (Denisenko, 2015). It is possible to overcome burnout by restoring a sense of professional significance and control over one's own activities. This is achieved by involving staff in discussions on management decisions, a transparent system for evaluating work performance, and public recognition of achievements. A fair system of material and non-material incentives plays an important role. At the same time, despite the importance of increasing professional autonomy and recognizing work as a means of psychological relief for judicial system personnel, its practical implementation is accompanied by a number of limitations and challenges. First, a significant limitation is the strict regulation of judicial activity, which objectively narrows the possibilities for expanding professional autonomy, especially for judges, whose activities are clearly defined by procedural law. This complicates the search for a balance between autonomy and compliance with uniform standards of justice. Second, the limited financial resources of the judicial system, especially in a state of martial law, reduce the possibilities for introducing effective material incentives, which may negate the positive impact of measures to recognize work. Thirdly, the subjectivity of perception of recognition and encouragement can lead to a sense of injustice or formality of such measures among some staff, which, on the contrary, can increase emotional tension. Fourth, involving staff in discussions of management decisions does not always translate into real influence on final

decisions, which reduces trust in such practices and their motivational effect. Fifth, increasing autonomy and recognition of work does not eliminate the primary sources of stress, in particular excessive workload and complexity of cases, and therefore has a limited effect without being combined with other areas of psychological relief. Thus, increasing professional autonomy and recognition of work is an important factor in supporting court staff, but its effectiveness depends on comprehensive and fair implementation within existing institutional constraints.

The fifth area of psychological relief for judicial system personnel is considered to be the formation of a culture of balance between professional and personal life (Milyutina, 2024). This area involves creating conditions for the restoration of employees' physical and psychological resources. This can be achieved through adherence to rest periods, flexible forms of work organization, encouragement to use vacation time and limit overtime, participation in sports, spending time on hobbies and family, etc. The formation of such a culture at the institutional level will contribute to the long-term preservation of the working capacity of the judicial system staff. At the same time, despite the importance of forming a culture of balance between professional and personal life as a means of psychological relief for the judicial system staff, its implementation also faces a number of objective limitations. First, the specific nature of the judicial system, which is characterized by strict procedural deadlines and a high level of responsibility, often does not allow for full compliance with rest periods and restrictions on overtime work. During periods of peak workload, priority is given to the performance of procedural duties, which limits opportunities for recovery. Secondly, staff shortages in the courts make it difficult to introduce flexible forms of work organization, as the lack of replacements for individual employees makes it virtually impossible for them to take proper rest or use their vacation time. Thirdly, in conditions of war and general social instability, court staff face constant external stress that does not disappear outside working hours, limiting the restorative effect even when there is a formal balance between work and personal life. Fourth, the lack of an established organizational culture focused on staff well-being can lead to formal declarations of balance without real support from management. Fifth, individual characteristics of employees, their level of internal responsibility, and propensity for professional self-sacrifice often lead to self-restraint in leisure activities, even when opportunities are available. Therefore, fostering a culture of work-life balance

is a strategically important approach to preventing professional burnout, but its effectiveness is only possible with comprehensive support at the organizational, managerial, and individual levels.

What can be done in these circumstances to improve the situation in some way and help the staff of the Ukrainian judicial system cope with the moral and psychological pressure more easily? Experts argue that methods such as psychological testing of candidates for judicial positions and the creation of conditions for psychological relief in professional and everyday life (excluding alcohol and other harmful addictions) are effective (Denisenko, 2015). In addition to institutional and managerial measures, court staff should also pay attention to individual self-support strategies that can significantly reduce the risks of professional burnout, even in difficult conditions. To this end, it is worth consciously developing emotional self-regulation skills, in particular through mindfulness practices, breathing techniques, and short breaks for psychological "rebooting" during the working day. Such simple tools help to restore inner balance more quickly after emotionally difficult situations. It is important to consciously limit work-related thoughts outside of working hours and reduce constant information overload from news and social media, which will help maintain psycho-emotional stability. It is advisable to support professional communities and informal mutual support circles among colleagues (Hutsaliuk, 2017). Sharing experiences, discussing difficult situations, and feeling that "I am not alone" significantly reduce isolation and internal tension. Court staff should also invest in their own professional development by participating in training, educational programs, internships, or cross-sector exchanges. This will help restore a sense of professional growth and meaning in work, which is often lost during burnout. Finally, it is important to normalize seeking help, both psychological and medical. The realization that caring for mental health is part of the professional responsibility of a court employee should become a key condition for preserving the quality of justice and human dignity in an extremely difficult period for the country.

In this context, we would like to suggest a very effective method of psycho-emotional relief for judicial system personnel, which has proven its effectiveness in all areas of human life without exception — coaching (Zakharova, 2020). Indeed, coaching works with awareness of one's own resources, limits, and values, which is critically important for judges and court staff who have been functioning under high stress for a long time. Through coaching sessions, employees can learn to

regain control over their workload, priorities, and emotional state without interfering with the content of their procedural decisions. Coaching is a non-directive tool that is well aligned with the principles of judicial independence. It does not impose models of behavior, but helps staff independently find effective ways to respond to professional challenges, reducing internal tension and emotional exhaustion.

In addition, coaching is effective as a preventive tool, not just as a response to an already established burnout syndrome. Regular coaching practices will help to identify the first signs of fatigue in a timely manner, reduce anxiety levels, and maintain professional motivation. At the same time, it is important to emphasize that coaching cannot replace systemic management decisions or psychological assistance in crisis situations. However, in combination with organizational, educational, and psychological measures, it can become an effective element of the modern personnel management system of the Ukrainian judicial system, focused on sustainable development and preservation of human capital.

In the context of preventing and overcoming professional burnout among personnel in Ukraine's judicial system, coaching should be used systematically, step by step, and in accordance with the principles of independence and confidentiality of the judiciary. To this end, coaching can be applied in the form of individual coaching sessions for judges and court staff. Such sessions allow participants to safely discuss professional difficulties, become aware of their own stress triggers, regain a sense of control over their workload, and develop personal strategies for restoring their resources. Coaching can also be combined with educational and HR tools, such as training in stress resistance, time management, and emotional intelligence. In such a comprehensive approach, coaching will serve as an individualized element that will help to more effectively consolidate knowledge in practice.

Coaching can also be useful at the management level, particularly for court presidents and chief clerks. Leadership coaching promotes the development of emotionally competent management skills, prevents burnout among subordinates, and fosters a supportive organizational environment without interfering with the procedural independence of judges.

Coaching can be integrated in the form of group or team coaching sessions. These help to restore trust within teams, improve internal communication, and foster a culture of mutual support, which is particularly important in

conditions of staff shortages and overload.

It is also advisable to use coaching as a preventive tool, for example, within the framework of adaptation programs for newly appointed judges and court staff. This allows healthy models of professional behavior to be formed from the outset and reduces the risk of early burnout among employees.

Thus, coaching in the judicial system can serve as a gentle but effective tool for supporting staff, aimed at maintaining psychological and emotional stability, professional motivation, and the quality of justice in conditions of prolonged crisis challenges. At the same time, in order to achieve a positive effect from the use of coaching, its implementation must be carried out within the framework of a specific algorithm of actions (Fig. 1).

At the first stage, it is advisable to define coaching as an element of the judicial system's personnel support system at the institutional level. This can be implemented through internal recommendations, pilot programs, or the inclusion of coaching in judges' professional development programs without interfering with procedural

activities. It is important to clearly establish the voluntary nature of participation and guarantees of judges' independence.

The second stage involves determining the formats of coaching work: individual coaching for judges, leadership coaching for court presidents, and group coaching sessions for judicial teams. The formats should be flexible and adapted to different levels of professional workload and experience. Particular attention should be paid to the possibility of using online formats.

The third stage should be devoted to the selection or direct training (which will significantly reduce the cost of coaching sessions) of coaches. Coaches involved in working with judges must have appropriate professional training, experience working with high-stress professional groups, and an understanding of the specifics of judicial activity. It is advisable to introduce specialized training or certification for coaches working in the judicial system. Compliance with the principles of confidentiality and ethical standards is a prerequisite.

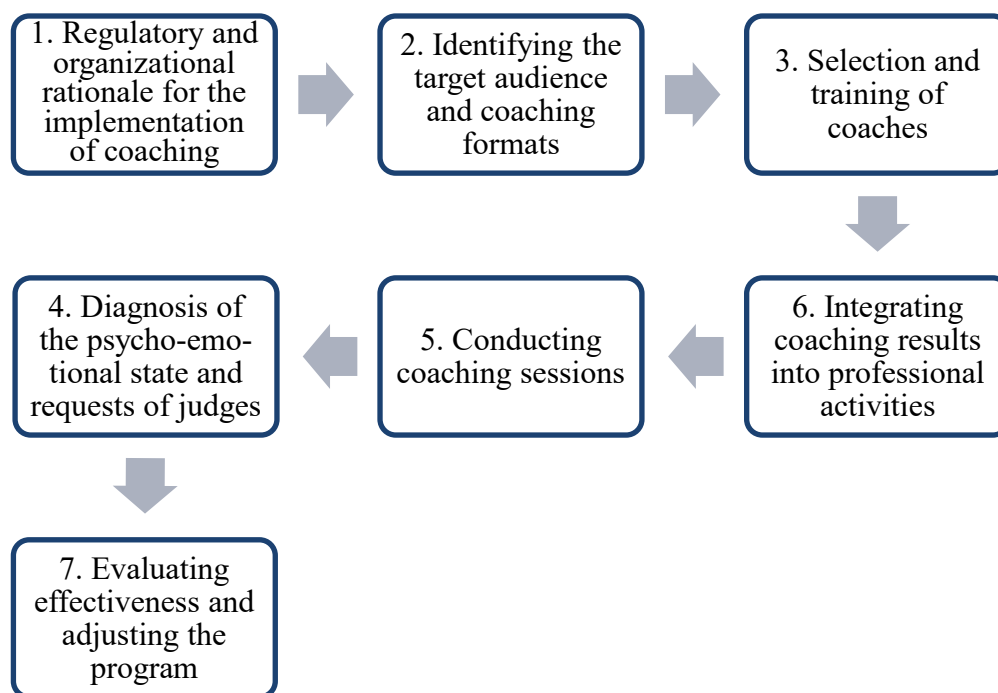


Fig. 1. Algorithm for implementing coaching as a method of psycho-emotional relief for judges

Source: developed by the author

The fourth stage should be devoted to diagnosing the psycho-emotional state and needs of judges. Before starting coaching, it is advisable to conduct an initial diagnosis in the form of self-assessment, anonymous surveys, or introductory sessions. This will allow you to determine the level of psycho-emotional stress, the main stress factors, and the

individual needs of judges. At the same time, the diagnosis should not be of a controlling or evaluative nature.

The fifth stage is devoted to the actual coaching sessions. Coaching sessions are aimed at helping judges become aware of their own resources, the limits of their professional workload, and effective

recovery strategies. The methodology for conducting a coaching session is based on the technique of formulating and sequentially asking interrelated questions without any recommendations on what to do or how to do it (Table 1). The person for whom the coaching session is conducted must independently come to an answer (both verbal and non-verbal) about what should become a tool for improving their psycho-emotional state. In the course of the work, based on the answers received, individual plans are developed to reduce stress, increase resilience, and restore balance between professional and personal life. At the same time, it should be clearly remembered that the questions should not touch upon the content of court decisions and procedural activities.

In the sixth stage, judges gradually implement the tools developed during coaching into their daily activities: time management; emotional self-regulation; conscious planning of rest. If necessary, short support sessions are possible to correct selected individual strategies.

The final stage is the evaluation of the coaching program results based on anonymous feedback, the purpose of which is to determine the level of satisfaction of participants with the activities carried out and the individual programs received for stabilizing their psycho-emotional state and subjective assessment of the reduction in emotional exhaustion. The data obtained is used to improve the format, duration, and content of coaching programs

in the future. If the results are positive, the program can be scaled up to other courts in the region and country.

From a practical point of view, coaching as a tool for preventing professional burnout among judges can be implemented in the form of individual or group sessions lasting 60-90 minutes, held 2-4 times a month for 3-6 months. Typical requests from judges within the framework of coaching interaction may include: feelings of emotional exhaustion; decreased motivation; case overload; difficulties in balancing professional and personal life; complex communications with participants in the process or the media. Coaching practice is focused not on psychotherapeutic work with trauma, but on awareness of resources, the formation of new behavioral strategies, and increasing the level of self-regulation. The use of goal-setting tools (SMART), professional role awareness techniques, the GROW model, and work with values and internal motivation will allow judges to structure their professional workload, identify areas of control, and reduce chronic stress levels. Coaching has a particular effect on the development of emotional self-regulation, delegation, time management, and setting professional boundaries. In practical terms, this manifests itself in a reduction in subjective levels of exhaustion, increased satisfaction with professional activities, and a renewed sense of professional significance.

Table 1

Organizational support map for coaching sessions for judges

General principles for formulating questions	Examples of questions by problem area	
<p><i>Coaching questions for judges should:</i> not refer to specific cases, participants in the proceedings, or decisions; not evaluate professional competence or the quality of justice; not contain advice or hidden influence; be aimed at self-reflection rather than justification of actions</p>	<p><i>Questions aimed at understanding the psycho-emotional state</i> How would you rate your current level of professional stress? What signs indicate to you that your resources are running low? What usually helps you restore your inner balance after a stressful day? When do you feel most exhausted?</p>	<p><i>Questions about resources and strengths</i> What internal resources helped you cope with high stress during difficult periods? What in your professional life gives you a sense of meaning and stability? What personal strengths help you maintain your composure?</p>
	<p><i>Questions about balance and boundaries</i> How do you currently define the boundary between work and recovery? What would help you feel more in control of your time? What actions or habits would you like to reinforce to conserve energy?</p>	<p><i>Questions about management</i> What situations do you usually find most emotionally draining? How do you usually respond to prolonged stress? What methods of stress reduction are most acceptable to you?</p>

End of Table 1

General principles for formulating questions	Examples of questions by problem area	
<p><i>Prohibited questions</i></p> <p>Why did you make this or that decision in the case?</p> <p>Don't you think you acted wrongly?</p> <p>Which case was the most difficult for you?</p> <p>Was pressure exerted on you in a particular case?</p>	<p><i>Questions about professional identity and values</i></p> <p>What does it mean for you to remain professionally resilient in difficult circumstances?</p> <p>What values help you maintain your inner strength?</p> <p>What do you consider to be an indicator of professional balance rather than exhaustion?</p>	<p><i>Questions about the future state (without performance evaluation)</i></p> <p>How would you like to see your professional status in a year, five years, or ten years?</p> <p>What small changes could improve your physical and emotional well-being right now?</p> <p>What needs to remain unchanged for you to feel stable?</p>

Source: developed by the author

The introduction of pilot coaching programs in the professional development system for judges at the National School of Judges of Ukraine could become an innovative tool for supporting the psychological resilience of the judiciary, especially in conditions of military stress and high social responsibility.

The proposed algorithm allows coaching to be integrated into the judicial system's personnel management system as a soft, preventive, and ethically safe tool for supporting the psycho-emotional stability of judges without violating the principles of independence and professional autonomy.

Therefore, coaching for judges should be based on questions about their condition, resources, limitations, recovery, and values, rather than on judicial activities in the narrow sense. This approach allows for maintaining the psycho-emotional stability of judges without violating the principles of independence, impartiality, and professional ethics of the judiciary. At the same time, each candid answer from a judicial system employee to a specific question from the coach should become a basis for them to become aware of their own psycho-emotional state, internal resources, and limits of professional workload, as well as an impetus for the formation of individual strategies for self-support and recovery. Only on this basis is it possible to curb the epidemic of professional burnout among employees of the Ukrainian judicial system during wartime.

Conclusions and perspectives of further research. The article argues that professional burnout among personnel in Ukraine's judicial system is a systemic problem that is exacerbated by war, staff shortages, and increased public demand for quality justice. It is proven that traditional organizational, managerial, and psychological measures, despite their importance, have limited effectiveness in the absence of individually oriented support tools. It is proposed to consider coaching as an ethically safe, non-directive, and preventive method of psycho-emotional relief for judges and court staff. It has been substantiated that coaching does not interfere with the procedural activities of judges and does not violate the principles of independence and impartiality of the judiciary. The developed algorithm for implementing coaching allows this tool to be integrated into the judicial system's personnel management system at the institutional and individual levels. Emphasis was placed on the importance of the correct methodology of coaching questions, which are aimed at raising awareness of resources, limitations, and values, rather than evaluating judicial activity. It was concluded that coaching can be an effective addition to existing measures to prevent professional burnout, increasing the psycho-emotional stability of court staff.

Further research should focus on the implementation of coaching practices in programs for the professional development of judges.

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