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**THE ACTUALITY OF POST-BUREAUCRATIC PARADIGM BY M. BARZELAY AND B. ARMAJANI
IN THE CONTEXT OF SERVICE-ORIENTED PUBLIC ADMINISTRATION REFORMS**

Abstract. The article reveals the content of service-oriented reforms of public administration, identifies the key ideas and principles of service approach, as well as explores the features of the post-bureaucratic paradigm by M. Barzelay and B. Armajani and its theoretical and practical potential in the context of strengthening the state service function. The purpose of the article is to reveal the heuristic potential of the scientific ideas of B. Armajani and M. Barzelay for the service activity of the state. The relevant task is to identify the essence of the service approach to public policy, the key statements and tools of the post-bureaucratic model of public administration, as well as its opportunities in the course of service-oriented reforms of public administration, both in Ukraine and in the EU. The methodology of the research is based on a set of general scientific and special methods, in particular, systemic, structural and functional, bibliographic ones, which allow to achieve the goal and objectivity of this scientific research. It is found out that the service state relies on such principles as efficiency, effectiveness, openness and accessibility of information, accountability to citizens, citizens' equality, political participation, consensus model of public decision making, etc. Instrumental implementation of service policy became possible through managerization, marketization, decentralization of managerial functions, devolution, management and performance auditing, deliberative practices, digitalization, etc. It is argued that the service approach to public administration can be greatly enhanced by the provisions and transformational mechanisms of the post-bureaucratic paradigm, first of all, because of its emphasis on the cultural component. The urgency of the post-bureaucratic approach is reinforced by the verification of its effectiveness in practice (Minnesota's experience, USA).

Keywords: post-bureaucratic paradigm, service state, public administration reform, new public management, good governance, service delivery, charter, marketization

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JEL Classification: E65, F29, F41

Introduction. The pro-European vector of the Ukrainian state and society development was consolidated during the Revolution of Dignity, and manifested in the further steps undertaken by state officials, social activists, and NGOs with the support of the European Union and other governmental and non-governmental democratic partners. The rejection of multi-vector policy was supported by a series of effective political decisions that clarified the regulatory, organizational and institutional peculiarities of public administration reforms taking into account the EU standards in the context of Ukraine's EU integration intentions. One of the directions of the relevant reforms was the formation of a service-oriented state, designed to provide maximum quality conditions for life and self-realization of every citizen. The practical experience of the Western partners, which began similar reorganizations 15-20 years earlier, is undoubtedly useful. However, public policy, as a zone of high risks and responsibility, should be based not only on the generalization of the constructive consequences of service practices, but also on reliance on well-balanced and substantiated

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