

## **ABSTRACT**

This study aims to examine the role of participatory budgeting in the relationship between procedural justice on managerial performance and job satisfaction. Research data was collected through surveys. Population in this study is a banking company in Palembang. This sample is a mid-level manager at a private bank main branch in Palembang by using purposive sampling. Data were tested using regression models and path analysis models with test results of the test first hypothesis (H1) is accepted that procedural justice has a positive influence on managerial performance. The second hypothesis (H2) is accepted that procedural justice has a positive effect on job satisfaction. The third hypothesis (h3) received the positive effect of procedural justice through participatory budgeting and managerial performance. And the fourth hypothesis (H4) received the positive effect of procedural justice on job satisfaction through participatory budgeting.

Keywords: Procedural justice, managerial performance, job satisfaction, and participation in budgeting.