

## **CERTIFICATE**

This is to certify that the thesis entitled " Employee Satisfaction Of Third Country Nationals And Expatriates In EPC Companies Of Oil & Gas Industry In U.A.E" submitted by G. Ramakrishnan to University of Petroleum and Energy Studies for the award of the degree of Doctor of Philosophy is a bona fide record of the research work carried out by him under our supervision and guidance. The content of the thesis, in full or parts have not been submitted to any other Institute or University for the award of any other degree or diploma.

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