

DO INDIAN BANKS EMBRACE VASUDHAIVA KUTUMBAKAM IN CULTURAL DIVERSITY MANAGEMENT?

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ABSTRACT

Vasudhaiva Kutumbakam is comprised of two Sanskrit words – “Vasudha,” meaning earth, and “Kutumbakam” meaning family. It means “the whole world is one single family.” The concept is derived from the ancient Indian text Maha Upanishad, part of the Vedic scriptures dating back over 3000 years.

In the present era of globalization where the whole world has become a global village, concept becomes highly relevant. Organizations demand human resources with diverse cultural orientations and in order to foster an inclusive and productive work environment and it is very evident to manage and satisfy the interest of people from varied backgrounds and principles of Vasudeva Kutumbkam aligns with these objectives. This study examines whether three leading Indian banks—HDFC Bank, ICICI Bank, and Axis Bank—adhere to the principles of *Vasudhaiva Kutumbakam* in their cultural diversity management practices. Each of these banks functions in a fast-paced and competitive landscape, where the management of human resources is essential for ensuring operational efficiency and enhancing customer satisfaction. Primary data was collected using a structured questionnaire from 80 employees working at these banks. Various statistical techniques including Factor Analysis and One Way ANOVA were used for the analysis on SPSS software.

INTRODUCTION

Vasudeva Kutumbakam is a timeless philosophy in the present Globalised World. Vasudeva The phrase "Vasudhaiva Kutumbakam" comes from the Maha Upanishad, an ancient Hindu text. It means "the world is one family," with "Vasudha" meaning the earth, "Eva" meaning indeed, and "Kutumbakam" meaning family. It reminds us that, despite differences in where we come from, our culture, or race, all people are connected and share the same world and future.

This idea reflects the core values of Hinduism—oneness, unity, and inclusion. The Maha Upanishad teaches that we are not divided by nations, race, or religion, but are all part of one big family. This way of thinking goes beyond the boundaries that often separate us and sees everyone as linked and part of the same global family. In today's globalized world, the concept of Vasudhaiva Kutumbakam has become even more meaningful. As countries and people become increasingly connected through economics, society, and technology, the idea of universal unity promotes cooperation, respect, and inclusion.

India's foreign policy often reflects the values of Vasudhaiva Kutumbakam. Through humanitarian efforts, peacekeeping missions, and fostering dialogue among nations, India has consistently supported the idea of global unity. This ancient philosophy is still seen in modern diplomacy, often highlighted on international platforms.

Global challenges like climate change, inequality, and pandemics remind us that solutions require everyone to work together with a shared sense of responsibility. In these moments, the philosophy of Vasudhaiva Kutumbakam offers guidance, inspiring humanity to come together as one family for the greater good. When we view everyone as part of our family, the differences of caste, creed, race, and nationality fade away. This belief encourages us to show kindness and take responsibility for others, no matter their background.

India is known for its diverse and rich culture, thousands of cultures coexist across the country in with each culture having its uniqueness, values, traditions, etc. This diversity extends to every aspect of Indian society, including its workforce. The banking sector presents the backbone of a nation's economy, and has witnessed significant growth and modernization over the years with private sector banks playing an important role and employing a large number of people across the country. Banks employ a large number of people in India.

Various banks like HDFC, ICICI, Axis Bank have numerous branches all over the country. People from varied cultures are employed, so it becomes very crucial for these banks to manage their cultural diversity along with focusing on their operational efficiency. In this context, it is essential for banks to create an environment where employees from varied cultural backgrounds feel respected, valued, and motivated. Satisfying the interests of a multicultural workforce, while ensuring that their values are recognized, plays a vital role in fostering an inclusive and harmonious workplace. This study explores whether leading Indian banks like HDFC Bank, ICICI Bank, and Axis Bank align with these objectives and reflect the spirit of inclusivity and unity, inspired by the philosophy of Vasudhaiva Kutumbakam.

REVIEW OF LITERATURE

Kumar & Chandel (2025) explored a study on "Global Commerce through the lens of Vasudhaiva Kutumbakam: A Philosophical exploration. This study promoted sustainability, modern practices and international cooperation worldwide and highlighted the impact of integrating these principles into global trade. The findings of the study revealed that "Vasudhaiva Kutumbakam" leads to enhancement of ethical sourcing, equitable growth and environmental sustainability. The Case studies method used in this study reveals its successful application across sectors leading to improved stakeholder relations as well as long term economic stability.

Shah & Katz (2024) conducted a study on "Vasudhaiva Kutumbakam & India's Paradox: How Indian Pharma Both enables and undermines state power. It deals with global health related issues which were critically affecting foreign policy goals and further studies about healthy discourses in pharmaceutical sector. Primary data i.e. Interviews with experts of pharmaceutical sector as well as secondary data through investigation of reviews of media reports between 2020-2023 was collected. The results conveyed that India's pharmaceutical sector strengthens its role as a leader and advocates it globally. The state's political benefits from these industry's contributions promotes it to protect this sector along with balancing the conflicts of interests of low and middle income countries, which gives a rise to pharma markets as well as trade negotiations, India's global position.

Maurya .et.al.(2024) investigated a study on "Reimagining Refugee Rights: Vasudhaiva Kutumbakam and the Rohingya Crisis." This study highlighted the importance of inculcating cultural, linguistic, racial and regional difference and studies the philosophy of Vasudhaiva Kutumbakam as the world as one family, free from bias or hierarchy. Various published government reports have been used. The Findings of the study concluded that Rohingya

refugees can be evaluated through using Vasudhaiva Kutumbakam .Along with this it also promotes the need for shared responsibility , interconnectedness and empathy.

Dash & Sharma(2024)conducted a study on “Vasudhaiva Kutumbakam in the Context of Globalization: Ideals, Realities, and Contemporary Challenges”.The study demonstrates about sophisticated challenges faced by Upanishadic principle of Vasudhaiva Kutumbakam interpreted as “The world as one family” which advocates ideals of global unity.This study contemplates about Vasudhaiva Kutumbakam by studying historical and contemporary issues ,and its uses by Indian Leaders to navigate political landscapes.The findings of the study concludes that Is concept of Vasudhaiva Kutumbakam implemented or its taken just as political talk , also arises need for further understanding of this concept.

Das & Bag (2024) reviewed a study on “Vasudhaiva Kutumbakam as a Guiding Principle of India’s Foreign Policy”.This paper aims to elucidate the significance of the term Vasudhaiva Kutumbakam and its relevance to India’s foreign policy framework , undertakes a systematic adaption to contemporary india worldwide .This paper uses qualitative methods , including content analysis and reviews of officials of press releases as well as use various scholarly articles and texts of philosophical traditions , objective analysis of Vasudhaiva Kutumbakam.The result of this paper explores its potential to guide India towards the creation of a more peaceful and equitable globalcommunity.

Anam & Maru (2023) explored a study on “Vasudhaiva Kutumbakam and India’s soft Power: A Study of India’s Cultural Diplomacy”, the concept of vasudhaiva kutumbakam and its significance in India’s cultural diplomacy and effectiveness of India’s cultural diplomacy in promoting Vasudhaiva Kutumbakam. The researcher used qualitative research methodology along with a case study approach and in-depth content analysis of India’s cultural diplomacy initiatives on social media platforms.The results of the study highlighted policy implications of India;s cultural diplomacy initiatives ,suggests recommendations for future policy actions of India ‘s cultural diplomacy initiatives .

Vallabh & Dadhich (2016)investigated a study on “ Corporate Governance and ethical compliance –Deriving values from Indian mythology.”This study aims to review the ancient principle of Vasudhaiva Kutumbakam to highlight its importance in modern leadership and corporate governance .It also studies ancient Indian philosophy of Vasudhaiva Kutumbakam from Maha Upanishad , which means “the world is one family” which reflects inclusive culture needs in global organizations.By analyzing various research studies , the paper states that corporate governance must be guided by international moral values to ensure responsible decision making and sustainable business practices.

RESEARCH OBJECTIVES

1. To assess the extent to which HDFC Bank, ICICI Bank, and Axis Bank adhere to the principles of VasudhaivaKutumbakam in their management practices, with a focus on fostering unity and inclusiveness among employees from diverse cultural backgrounds.
2. To examine whether there is a significant difference in the implementation of cultural diversity management practices across HDFC Bank, ICICI Bank, and Axis Bank.
3. To identify the factors affecting the cultural diversity management practices of HDFC, Axis bank and ICICI with adherence to the principles of VasudhaivaKutumbakam.

Research methodology

Research design: The study employs descriptive research design with elements of quantitative research.

Sample size : Questionnaire was sent to 90 respondents , out of which only 80 responses were received.

Method of Data Collection: Primary data was collected using a structured questionnaire.

Tools and Techniques:

Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.860
Bartlett's Test of Sphericity	Approx. Chi-Square	804.880
	df	120
	Sig.	.000

The **KMO value** of **0.860** indicates that the data is highly suitable for factor analysis. Bartlett's Test of Sphericity is significant (**p = 0.000**), confirming there are meaningful correlations among the variables. Together, these results suggest that factor analysis is appropriate for this dataset.

Total Variance Explained									
Comp onent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.118	50.735	50.735	8.118	50.735	50.735	3.171	19.817	19.817
2	1.129	7.054	57.789	1.129	7.054	57.789	3.019	18.868	38.684
3	1.001	6.255	64.044	1.001	6.255	64.044	2.796	17.475	56.159
4	.936	5.847	69.891	.936	5.847	69.891	2.197	13.732	69.891
5	.788	4.926	74.817						
6	.756	4.722	79.540						
7	.612	3.825	83.365						
8	.523	3.267	86.633						
9	.452	2.823	89.456						
10	.408	2.553	92.009						
11	.323	2.021	94.030						
12	.274	1.712	95.742						
13	.237	1.481	97.223						
14	.201	1.258	98.480						
15	.139	.869	99.350						
16	.104	.650	100.000						

Extraction Method: Principal Component Analysis.

INTERPRETATION

The Principal Component Analysis (PCA) reveals that four components have eigenvalues greater than 1, collectively explaining **69.89%** of the total variance, indicating that these components account for a substantial portion of the dataset's variability. After rotation, the distribution of variance is more balanced, with the first component explaining **19.82%** and the fourth component contributing **13.73%**. The rotation improves interpretability by redistributing the variance more evenly across the components.

Rotated Component Matrix^a				
	Component			
	1	2	3	4
My Bank promotes the idea of "Unity in Diversity "and values the contributions of employees from different cultural backgrounds.	.405	.114	.663	.175
I feel a strong sense of belonging in my workplace , regardless of my cultural identity or background.	.593	.283	.383	.227
Employees from diverse cultural backgrounds are encouraged to collaborate and work together as a unified team in my bank.	.742	.145		.235
The concept of Vsudhaiva Kutumbakam is reflected in how my bank fosters unity and respect among employees from different cultures.	.589	.419	.244	.135
My Bank ensures that employees are provided with training to understand and respect different cultural practices.	.686	.171	.148	.184
The cultural diversity within my bank is respected and valued in day -to -day interactions and operations.	.596	.322	.434	.154
My Bank promotes a culture where all employees , regardless of their cultural background , feel respected and valued.	.416	.155	.253	.657
Policies to prevent discrimination based on cultural or ethnic differences are clearly communicated and enforced in my bank.	.355	.446	.205	.596
My bank actively promotes collaboration and teamwork among employees from diverse cultural backgrounds.	.514	.248	.500	.271
My Bank has initiatives or programs that focus on promoting harmony in culturally diverse teams	.212	.179	.215	.834
Collaboration between employees from different cultural backgrounds improves team performance and innovation in my bank.	.303	.628	.484	

Cultural differences are handled with care and my bank promotes a harmonious environment to resolve misunderstandings.		.738	.168	.466
Employees from diverse cultural backgrounds are given equal opportunities to participate in decision-making processes.	.251	.141	.797	.155
My Bank ensures that diverse cultural perspectives are taken into account during key decisions.	.311	.815	.130	.135
Inclusive decision-making that considers cultural diversity has positively impacted my bank's overall performance.		.357	.756	.341
My Bank's leadership is committed to promoting inclusivity by aligning the values of Vasudhaiva Kutumbakam and embracing cultural diversity.	.252	.727	.209	.225
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 7 iterations.				

The **Rotated Component Matrix** provides the factor loadings of items after performing Principal Component Analysis (PCA) with Varimax rotation, helping to identify which variables align with specific components. Here's a breakdown of the interpretation:

Component 1: Cultural Collaboration and Unity

- Items such as *"Employees from diverse cultural backgrounds are encouraged to collaborate"* (0.742) and *"My Bank ensures employees are provided training to respect cultural practices"* (0.686) have strong loadings.
- This component captures collaboration, respect, and diversity training.

Component 2: Cultural Sensitivity and Inclusive Decision-Making

- Items like *"My Bank ensures diverse cultural perspectives are taken into account"* (0.815) and *"Cultural differences are handled with care"* (0.738) load highly onto this component.
- This represents sensitivity to cultural differences **and** inclusiveness in decision-making.

Component 3: Equality and Valuing Diversity

- Items like *"Employees from diverse cultural backgrounds are given equal opportunities in decision-making"* (0.797) and *"My Bank promotes 'Unity in Diversity'"* (0.663) are strongly associated with this component.
- It reflects equal opportunities and the value of diversity.

Component 4: Promotion of Inclusivity and Harmony

- High loadings on *"My Bank has initiatives promoting harmony in culturally diverse teams"* (0.834) and *"My Bank promotes respect and value for all employees"* (0.657)

suggest this component emphasizes promotion of inclusivity and harmonious collaboration.

- The matrix highlights four distinct components:

1. Cultural Collaboration and Unity
2. Cultural Sensitivity and Inclusive Decision-Making
3. Equality and Valuing Diversity
4. Promotion of Inclusivity and Harmony

These components collectively explain how the bank fosters cultural diversity, inclusion, and teamwork across its operations.

ONE WAY ANOVA

Hypotheses for One Way ANOVA

- **Null Hypothesis (H₀):** There is no significant difference between the mean implementation of cultural diversity management practices across HDFC Bank, ICICI Bank, and Axis Bank.
- **Alternative Hypothesis (H₁):** There is a significant difference in the mean implementation of cultural diversity management practices across HDFC Bank, ICICI Bank, and Axis Bank

Test of Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.
My Bank promotes the idea of "Unity in Diversity "and values the contributions of employees from different cultural backgrounds.	1.084	2	79	.343
I feel a strong sense of belonging in my workplace , regardless of my cultural identity or background.	.921	2	79	.402
Employees from diverse cultural backgrounds are encouraged to collaborate and work together as a unified team in my bank.	.087	2	79	.916
The concept of Vsudhaiva Kutumbakam is reflected in how my bank fosters unity and respect among employees from different cultures.	.918	2	79	.404

My Bank ensures that employees are provided with training to understand and respect different cultural practices.	3.308	2	79	.042
The cultural diversity within my bank is respected and valued in day -to -day interactions and operations.	.676	2	79	.512
My Bank promotes a culture where all employees , regardless of their cultural background , feel respected and valued.	.772	2	79	.465
Policies to prevent discrimination based on cultural or ethnic differences are clearly communicated and enforced in my bank.	1.410	2	79	.250
My bank actively promotes collaboration and teamwork among employees from diverse cultural backgrounds.	2.071	2	79	.133
My Bank has initiatives or programs that focus on promoting harmony in culturally diverse teams	.540	2	79	.585
Collaboration between employees from different cultural backgrounds improves team performance and innovation in my bank.	2.257	2	79	.111
Collaboration between employees from different cultural backgrounds improves team performance and innovation in my bank.	3.448	2	79	.037
Cultural differences are handled with care and my bank promotes a harmonious environment to resolve misunderstandings.	.750	2	79	.476

Employees from diverse cultural backgrounds are given equal opportunities to participate in decision-making processes.	1.003	2	79	.371
My Bank ensures that diverse cultural perspectives are taken into account during key decisions.	1.629	2	79	.203
Inclusive decision-making that considers cultural diversity has positively impacted my bank's overall performance.	6.307	2	79	.003

The **Test of Homogeneity of Variances (Levene's Test)** assesses whether the variances across groups are equal for each statement related to how respondents perceive their bank's handling of cultural diversity and alignment with the principles of *Vasudhaiva Kutumbakam*. Here's a summary of the key points:

1. **Significant Results** ($p < .05$):

- *"My Bank ensures employees are provided with training to understand and respect different cultural practices"*: $p = .042$ (significant variance difference).
- *"Cultural differences are handled with care and my bank promotes a harmonious environment"*: $p = .037$ (significant variance difference).
- *"My Bank's leadership is committed to promoting inclusivity"*: $p = .003$ (significant variance difference).

For these items, the variances across the groups are not equal, suggesting there is variability in how different groups perceive the bank's efforts in these areas.

2. **Non-significant Results** ($p > .05$):

- The other items (e.g., *"Unity in Diversity," "Belonging in the workplace," "Collaboration among diverse backgrounds"*) show **non-significant** results, indicating that variances across the groups are similar. This suggests respondents have relatively consistent perceptions regarding these aspects of cultural diversity.

CONCLUSION:

Most items show homogeneous variances across groups, meaning perceptions are relatively consistent, except for a few areas where there is greater variability in responses, particularly regarding cultural training, handling differences, and leadership commitment to inclusivity.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
My Bank promotes the idea of "Unity in Diversity "and values the contributions of employees from different cultural	Between Groups	.474	2	.237	.732	.484
	Within Groups	25.587	79	.324		

backgrounds. I feel a strong sense of belonging in my workplace , regardless of my cultural identity or background. Employees from diverse cultural backgrounds are encouraged to collaborate and work together as a unified team in my bank.	Total	26.061	81			
The concept of Vsudhaiva Kutumbakam is reflected in how my bank fosters unity and respect among employees from different cultures. My Bank ensures that employees are provided with training to understand and respect different cultural practices. The cultural diversity within my bank is respected and valued in day -to -day interactions and operations.	Between Groups	.045	2	.023	.064	.938
	Within Groups	28.015	79	.355		
	Total	28.061	81			
My Bank promotes a culture where all employees , regardless of their cultural background , feel respected and valued. Policies to prevent discrimination based on cultural or ethnic differences are clearly communicated and enforced in my bank. My bank actively promotes collaboration and teamwork among employees from diverse cultural backgrounds.	Between Groups	.268	2	.134	.351	.705
	Within Groups	30.123	79	.381		
	Total	30.390	81			
My Bank has initiatives or programs that focus on promoting harmony in culturally diverse teams	Between Groups	.226	2	.113	.403	.670
	Within Groups	22.164	79	.281		

Collaboration between employees from different cultural backgrounds improves team performance and innovation in my bank. Collaboration between employees from different cultural backgrounds improves team performance and innovation in my bank.	Total	22.390	81			
Cultural differences are handled with care and my bank promotes a harmonious environment to resolve misunderstandings. Employees from diverse cultural backgrounds are given equal opportunities to participate in decision-making processes. My Bank ensures that diverse cultural perspectives are taken into account during key decisions.	Between Groups	.597	2	.299	.789	.458
	Within Groups	29.890	79	.378		
	Total	30.488	81			
Inclusive decision-making that considers cultural diversity has positively impacted my bank's overall performance. My Bank promotes the idea of "Unity in Diversity "and values the contributions of employees from different cultural backgrounds. I feel a strong sense of belonging in my workplace , regardless of my cultural identity or background.	Between Groups	.431	2	.215	.661	.519
	Within Groups	25.764	79	.326		
	Total	26.195	81			
Employees from diverse cultural backgrounds are encouraged to collaborate and work together as a unified team	Between Groups	.073	2	.036	.110	.896
	Within Groups	26.123	79	.331		

<p>in my bank. The concept of Vsudhaiva Kutumbakam is reflected in how my bank fosters unity and respect among employees from different cultures. My Bank ensures that employees are provided with training to understand and respect different cultural practices.</p>	Total	26.195	81			
<p>The cultural diversity within my bank is respected and valued in day -to -day interactions and operations. My Bank promotes a culture where all employees , regardless of their cultural background , feel respected and valued. Policies to prevent discrimination based on cultural or ethnic differences are clearly communicated and enforced in my bank.</p>	Between Groups	.495	2	.248	.891	.414
	Within Groups	21.956	79	.278		
	Total	22.451	81			
<p>My bank actively promotes collaboration and teamwork among employees from diverse cultural backgrounds. My Bank has initiatives or programs that focus on promoting harmony in culturally diverse teams Collaboration between employees from different cultural backgrounds improves team performance and innovation in my bank.</p>	Between Groups	.020	2	.010	.033	.968
	Within Groups	24.431	79	.309		
	Total	24.451	81			
<p>Collaboration between employees from different cultural backgrounds improves team performance and</p>	Between Groups	.190	2	.095	.233	.793
	Within Groups	32.298	79	.409		

<p>innovation in my bank. Cultural differences are handled with care and my bank promotes a harmonious environment to resolve misunderstandings. Employees from diverse cultural backgrounds are given equal opportunities to participate in decision-making processes.</p>	Total	32.488	81			
<p>My Bank ensures that diverse cultural perspectives are taken into account during key decisions. My Bank promotes the idea of "Unity in Diversity "and values the contributions of employees from different cultural backgrounds.</p>	Between Groups	.739	2	.370	.983	.379
	Within Groups	29.712	79	.376		
	Total	30.451	81			
<p>I feel a strong sense of belonging in my workplace , regardless of my cultural identity or background. Employees from diverse cultural backgrounds are encouraged to collaborate and work together as a unified team in my bank. The concept of Vsudhaiva Kutumbakam is reflected in how my bank fosters unity and respect among employees from different cultures.</p>	Between Groups	.157	2	.078	.235	.791
	Within Groups	26.331	79	.333		
	Total	26.488	81			
<p>My Bank ensures that employees are provided with training to understand and respect different cultural practices. The cultural diversity within my bank is respected and valued in day -to -day interactions and operations. My Bank promotes a culture where all employees , regardless of their cultural background , feel respected and valued.</p>	Between Groups	3.109	2	1.555	3.914	.024
	Within Groups	31.379	79	.397		
	Total	34.488	81			

Policies to prevent discrimination based on cultural or ethnic differences are clearly communicated and enforced in my bank. My bank actively promotes collaboration and teamwork among employees from diverse cultural backgrounds. My Bank has initiatives or programs that focus on promoting harmony in culturally diverse teams	Between Groups	.805	2	.402	1.252	.292
	Within Groups	25.390	79	.321		
	Total	26.195	81			
Collaboration between employees from different cultural backgrounds improves team performance and innovation in my bank. Collaboration between employees from different cultural backgrounds improves team performance and innovation in my bank. Cultural differences are handled with care and my bank promotes a harmonious environment to resolve misunderstandings.	Between Groups	1.230	2	.615	1.811	.170
	Within Groups	26.831	79	.340		
	Total	28.061	81			
Employees from diverse cultural backgrounds are given equal opportunities to participate in decision-making processes.	Between Groups	.680	2	.340	.907	.408
	Within Groups	29.625	79	.375		
	Total	30.305	81			

For most diversity management practices, the **null hypothesis (H₀)** is accepted, meaning there is **no significant difference** in their implementation across HDFC Bank, ICICI Bank, and Axis Bank. However, for the statement "**My Bank promotes a culture where all employees, regardless of their cultural background, feel respected and valued,**" the **alternative hypothesis (H₁)** is accepted, indicating a **significant difference** between the banks.

This indicates that, while some principles of **Vasudhaiva Kutumbakam** (global unity and respect for diversity) may be present, there are areas where banks may vary in their implementation. The overall results suggest that Indian banks generally strive to follow these principles, but with room for improvement, especially in operational aspects.

RESULTS AND FINDINGS

- There are four factors which affect the cultural diversity management practices of HDFC, Axis Bank and ICICI Bank with adherence to Vasudhaiva Kutumkambh principles.
- Some principles of Vasudeva Kutumkambh are followed by Indian in their Cultural Diversity Management
- There is no significant difference between the cultural diversity management practices of leading Indian Banks : HDFC Bank, Axis Bank and ICICI Bank.

CONCLUSION

This study sought to assess how well prominent Indian banks—HDFC Bank, Axis Bank, and ICICI Bank—incorporate the principles of *Vasudhaiva Kutumbakam* in managing cultural diversity. The concept of *Vasudhaiva Kutumbakam*, which translates to "the world is one family," highlights the values of unity, respect for diversity, and harmony. The research examined the cultural diversity management practices of these banks across four key areas and analyzed whether there were any significant differences in their approaches.

The results of the One-Way ANOVA analysis suggest that **there is no significant difference** in the implementation of cultural diversity management practices among HDFC Bank, Axis Bank, and ICICI Bank for most factors, indicating a shared commitment to fostering an inclusive and respectful work environment across the three banks. Overall, this research concludes that **Indian banks adhere to many principles of *Vasudhaiva Kutumbakam* in their approach to cultural diversity management**, though there are opportunities for further alignment and improvement in certain areas. Continued focus on enhancing cultural awareness and inclusivity in day-to-day interactions could strengthen their adherence to these principles. These findings contribute to the broader understanding of diversity management in the Indian banking sector, underscoring the significance of incorporating *Vasudhaiva Kutumbakam* values for promoting a harmonious and unified workforce.

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