

# Organizational communication in Pencak Silat organizations: A scientific literature mapping based on Publish or Perish and VOSviewer

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## ABSTRACT

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### Keywords

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This study aims to map and analyze the development of scientific literature on organisational communication in Pencak Silat organizations using a bibliometric mapping approach based on a systematic literature review. Data were retrieved from the Crossref database through the Publish or Perish application using predefined keywords related to organizational communication and Pencak Silat for the period 2020–2025. The retrieved publications were analyzed using VOSviewer to identify publication trends, thematic clusters, and the intellectual structure of the research field. The findings indicate that existing studies are dominated by themes of leadership, organisational culture, and athlete performance, while research explicitly examining internal and leadership communication within Pencak Silat organizations remains limited. These results highlight important research gaps and provide directions for future organisational communication studies within the context of culturally rooted martial arts organizations.

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## 1. INTRODUCTION

The landscape of traditional martial arts organizations, particularly Pencak Silat in Indonesia, is undergoing a significant transformation, presenting complex communication challenges. As these organizations increasingly focus on professional management, performance enhancement, and adaptation to socio-technological shifts, their operational scope expands beyond mere preservation of tradition. They now manage extensive memberships, hierarchical leadership structures, competitive event agendas, and multifaceted external stakeholder relations. In this evolving context, organizational communication emerges as a critical determinant for effective coordination, value consolidation, and the overall sustainability of these entities (Helmi et al, 2023). However, empirical observations reveal persistent internal communication issues within many Pencak Silat organizations, including a disconnect between central and branch management, communication barriers between coaches and members, and divergent

interpretations of organizational values and policies. These challenges are exacerbated by the shift from face-to-face interactions to digital communication, a transition that is not always supported by adequate organizational structures or culture, potentially impacting organizational cohesion, member loyalty, and leadership effectiveness (Lailin & Dewi, 2025).

Theoretically, organizational communication literature extensively explores its role in modern business, educational, and athletic organizations, emphasizing principles of information flow, message clarity, and feedback mechanisms for achieving organizational goals (Daft, 2016). Within the realm of communication theory, models such as the Shannon-Weaver model highlight the importance of clear transmission and reception of messages, while systems theory posits that effective communication is integral to an organization's ability to adapt and survive in its environment (Griffin, 2011). The expectation is that robust communication channels and practices should foster a shared understanding, facilitate decision-making, and enhance collective efficacy. Therefore, in organizations like Pencak Silat, effective organizational communication is theoretically expected to be a cornerstone for unifying diverse membership, propagating training methodologies, and achieving competitive success.

Existing research has begun to explore aspects of communication within martial arts contexts, albeit often focusing on specific relational dynamics or organizational governance. For instance, Arumsari et al., (2024) investigated the crucial role of interpersonal communication between coaches and athletes in enhancing motivation, performance, and cooperation within a Pencak Silat club, concluding that effective interpersonal communication is vital for athletic achievement. Hidayatullah (2024) examined communication patterns and barriers within the Indonesian Pencak Silat Association (IPSI) at the district level, identifying top-down communication as a source of conflict and highlighting the need for active leadership involvement in conflict resolution. Furthermore, Ulum & Indriastuti (2024) explored conflict management strategies within the Persaudaraan Setia Hati Terate (PSHT) organization, noting that conflicts often stem from individual member actions and emphasizing the need for character education and positive organizational activities to minimize friction between Pencak Silat organizations.

Despite these valuable insights, a significant gap exists in comprehensively mapping the scientific literature specifically addressing organizational communication within the broader spectrum of Pencak Silat organizations. While studies by Arumsari et al., (2024), Hidayatullah (2024), and Ulum & Indriastuti (2024) provide localized findings on interpersonal dynamics, governance, and conflict, they do not offer a holistic overview of the research landscape concerning organizational communication as a whole within this domain. The current body of work is often scattered across different disciplines and lacks a systematic synthesis that could reveal dominant themes, emerging trends, research methodologies, and critical knowledge gaps from a communication studies perspective. This deficiency limits the ability to identify overarching communication challenges and opportunities inherent in these unique cultural and sporting organizations.

To address this gap, this study adopts a bibliometric mapping approach based on a systematic literature search using Publish or Perish and VOSviewer. This approach systematically identifies and maps relevant academic publications on organizational communication within Pencak Silat organizations published between 2020 and 2025. By mapping the existing literature, this study aims to provide a comprehensive overview of

publication trends, dominant Research themes, collaboration patterns, and thematic structures, and to identify Research gaps related to organizational communication within the context of Pencak Silat organizations. To ensure analytical clarity and focus, this study is guided by the following Research questions.

To guide the analysis, this study focuses on identifying publication trends in Research on organizational communication within Pencak Silat organizations during the 2020–2025 period. It also examines the dominant themes and thematic clusters emerging from the literature through keyword co-occurrence analysis, particularly those related to leadership, organizational culture, and communication practices. Furthermore, this study explores how these topics are interconnected within the broader Pencak Silat Research landscape and identifies existing Research gaps, especially concerning internal communication and leadership communication in Pencak Silat organizations. . Such a bibliometric approach, as demonstrated by previous studies in mapping scientific fields (Jalali & Wohlers, 2020), offers a robust methodology for identifying the intellectual structure and future research directions in this under-explored area.

This study holds significant academic and practical importance. Theoretically, it contributes to the field of organizational communication by extending its application to a unique organizational context rooted in cultural tradition and sport, thereby enriching the theoretical discourse on communication in non-profit and heritage-based organizations. Practically, the findings will offer a crucial evidence-based resource for leaders and administrators of Pencak Silat organizations. By illuminating the current state of research and highlighting key communication challenges and effective strategies, this mapping will empower organizations to develop more adaptive, coherent, and sustainable communication practices in response to their dynamic environment. Furthermore, it will provide a foundation for future empirical research, guiding scholars towards more impactful investigations in this specialized area of communication studies.

## **2. METHOD**

This research adopts a robust methodological framework centered on a Systematic Literature Review (SLR) employing a bibliometric approach. The SLR is particularly well-suited for synthesizing existing knowledge, identifying research trends, and mapping the intellectual landscape of a specific domain, thereby providing a comprehensive overview of organizational communication within the context of sports organizations, specifically Pencak Silat (Booth et al., 2012). The bibliometric analysis, a quantitative method, allows for the objective measurement and analysis of research outputs, enabling the identification of influential works, key research themes, and collaborative networks (Öztürk et al., 2024). This dual approach ensures both breadth in literature coverage and depth in analytical insight.

The selection of Crossref as the primary data source is a deliberate choice aimed at maximizing the breadth and reliability of the retrieved literature. Crossref is a persistent digital object identifier (DOI) registration agency that provides access to a vast and diverse collection of scholarly publications across numerous disciplines. Access to this extensive database is facilitated through the Publish or Perish (PoP) software. PoP is a widely recognized tool designed to assist researchers in retrieving scholarly citations from various sources, including Crossref, and in performing preliminary. This instrumental combination

of Crossref and PoP ensures a comprehensive and systematically collected dataset, minimizing the risk of selection bias and enhancing the generalizability of the findings.

The literature search was conducted systematically using the Publish or Perish application with the Crossref database as the data source. The search employed the following query string using Boolean operators: “organizational communication,” “organizational culture,” “leadership communication,” “Pencak Silat,” and “internal communication,” which was applied to the title, abstract, and keyword fields to ensure comprehensive retrieval of relevant publications. The search was limited to publications from 2020 to 2025 to capture recent and contemporary Research trends. Both English- and Indonesian-language publications were included to reflect the international and local scholarly discourse on Pencak Silat organizations.

Inclusion criteria consisted of peer-reviewed academic journal articles that explicitly addressed organizational communication, leadership, or communication-related processes within sports organizations or Pencak Silat contexts. Exclusion criteria included non-article document types (such as conference proceedings, book chapters, theses, and dissertations), publications unrelated to organizational or communication aspects, and duplicate records. To ensure analytical feasibility and consistency with established bibliometric practices, the dataset was limited to a maximum of 500 publications per query, as recommended in prior bibliometric studies to manage large datasets while preserving representativeness and minimizing noise in network visualization. (Lim et al., 2024).

The research process is structured into five distinct phases, ensuring a systematic and thorough execution of the SLR and bibliometric analysis. The initial phase involves the precise formulation of research questions and the refinement of search keywords, laying the foundational groundwork for the entire study. Subsequently, the second phase entails the systematic retrieval of relevant literature from Crossref via the Publish or Perish software. The third phase focuses on rigorous data screening, where retrieved publications are evaluated based on their titles, abstracts, and the elimination of any duplicate entries to ensure data integrity. The fourth phase involves the core bibliometric analysis, where the processed data is analyzed using VOSviewer, a specialized software for bibliometric mapping and visualization (van Eck & Waltman, 2010). This tool facilitates the visualization of co-occurrence networks, author collaborations, and the identification of research clusters.

The final and crucial phase of this methodological framework is the interpretation of the visualized literature maps generated by VOSviewer. This involves a detailed examination of the co-occurrence of keywords to identify prominent themes and research fronts, an analysis of author networks to understand influential scholars and collaboration patterns, and an assessment of research trends over the specified period. By focusing on these analytical components, this bibliometric approach allows for the identification of the conceptual structure and the dynamic evolution of research concerning organizational communication, specifically within the unique context of sports organizations and the practice of Pencak Silat. This systematic and analytical approach is designed to yield rich insights into the current state and future directions of this research area.

### 3. RESULTS AND DISCUSSION

#### 3.1. Research Trends based on Publish or Perish (PoP)

The initial collection of articles related to organizational communication within the context of martial arts organizations and sports organizations was meticulously conducted using the Crossref database via the PoP application. The search strategy employed a comprehensive set of keywords, including “organizational communication,” “organizational culture,” “leadership communication,” “Pencak Silat,” and “internal communication,” spanning the publication period from 2020 to 2025. This systematic approach yielded an initial dataset of 1,000 publications that broadly aligned with the overarching theme of organizational communication.

Subsequently, a rigorous screening process was implemented to refine this substantial dataset and ensure the utmost relevance to the specific research objectives. This screening involved a multi-stage evaluation based on predefined criteria, encompassing topic suitability, document type, and the specific domain of study. The process included the systematic elimination of duplicate entries, the exclusion of non-article document types (such as conference proceedings, book chapters, or dissertations), and a deliberate narrowing of focus to studies specifically examining organizational communication within sports organizations and community-based organizations, with a particular emphasis on their organizational dynamics. Through this diligent filtering, 500 publications were identified as the most pertinent for in-depth analysis.

Table 1 encapsulates the key parameters of this search and screening process, illustrating the progression from the initial broad search to the final curated selection of relevant articles. The table clearly delineates how the initial 1,000 publications, identified using the specified keywords and date range, were refined to 500 articles that met the stringent criteria of topic relevance and document type, sourced directly from the Crossref database through the Publish or Perish tool. This methodological transparency underscores the robust foundation upon which the subsequent analysis is built, ensuring the integrity and focus of the research.

**Table 1.** Screening Data

Screening Stage	Description	Number of Articles
Initial records retrieved	Publications identified from Crossref using Publish or Perish based on predefined search strings	1,000
Records after year filtering	Publications published between 2020–2025	650
Records after title and abstract screening	Articles screened for relevance to organizational communication and sports / Pencak Silat context	520
Records after document type filtering	Non-article documents (conference papers, book chapters, theses) excluded	500
Final articles included for bibliometric analysis	Academic journal articles aligned with the research focus	500

Source: Data compiled by the researchers (2025).

An examination of the metadata from the initial 1,000 publications reveals a significant and escalating trend in organizational communication research between 2020 and 2025. The screening process was conducted in several stages to ensure transparency and relevance. An initial set of 1,000 publications was retrieved from the Crossref database using Publish or Perish. After applying the publication year filter (2020–2025), 650 records

remained. Title and abstract screening were then performed to exclude studies unrelated to organizational communication within sports or Pencak Silat contexts, resulting in 520 records. Following document type screening, non-article publications were excluded, yielding a final dataset of 500 academic journal articles included in the bibliometric analysis. It is important to note that the data for 2025 is considered preliminary, given that the data collection was conducted early in the year, leaving open the possibility of further additions to this figure as more publications become available and indexed.

The discernible increase in research output regarding organizational communication during the 2020–2025 period signifies a heightened level of academic engagement with the multifaceted issues surrounding how organizations function and interact. This surge is particularly noteworthy in the post-COVID-19 era, a period characterized by rapid digital transformation and fundamental shifts in internal communication systems and leadership paradigms (Omol, 2023). Factors such as the widespread adoption of digital technologies, the evolving nature of work arrangements (e.g., hybrid and remote models), and the increasing complexity of coordinating diverse organizational units have collectively propelled intensified scholarly inquiry into this domain. Within the specific context of martial arts organizations, this escalating research trend underscores a critical imperative to fortify organizational communication frameworks. Such frameworks are essential for effectively bridging the preservation of traditional values and unique organizational cultures with the adaptive demands and operational necessities of contemporary organizational structures. This dynamic necessitates a nuanced understanding of how communication strategies can foster both continuity and progress.

The observed trend aligns with broader scholarly discourse on organizational adaptation and resilience in the face of global disruptions. Theoretical frameworks such as Contingency Theory suggest that effective communication strategies are contingent upon the specific environment and structure of an organization (Lawrence & Lorsch, 1967). In the dynamic landscape of sports organizations and martial arts clubs, where member engagement, volunteer coordination, and stakeholder relations are paramount, the quality of internal and external communication directly impacts operational efficiency and the achievement of organizational goals (Jerab, 2024). The post-pandemic acceleration of digital communication tools, while offering new avenues for connection, also presents challenges related to information overload, the maintenance of strong social bonds, and the potential for misinterpretation in virtual interactions. Therefore, the increasing volume of research in this area reflects a critical need to develop context-specific communication models that address these evolving challenges and leverage new opportunities for enhanced organizational functioning within these unique sectors. The findings suggest that researchers are increasingly recognizing the pivotal role of communication in navigating the complexities of modern organizational life, particularly within the specialized environments of sports and martial arts.

### **3.2. Research Trends Based on VosViewer**

#### **Network Visualization**

Following the data acquisition from Publish or Perish (PoP), the subsequent phase involved data processing using VOSviewer to map keyword interconnections based on their co-occurrence and the strength of relationships between topics. The outcomes of this data



highlights empirical research endeavors that concentrate on the athletic aspects of Pencak Silat. Specifically, it points to investigations into athlete performance metrics, the development and application of testing instruments, physical assessment protocols, and the biomechanical and technical elements of foundational movements and advanced techniques like the front kick (Monterrosa Quintero et al., 2025).

**Table 2.** Number and Linkage of Items in the Pencak Silat Network Visualization

Cluster	Dominant Theme	Top Keywords (Occurrences; TLS)	Interpretation in Relation to Organizational Communication
1	Leadership and Organizational Communication	Organizational culture (338; 5,502), Leadership (293; 3,892), Organizational communication (221; 3,260), Internal communication (157; 2,210), Leader (139; 2,043)	This cluster most directly represents organizational communication research in Pencak Silat organizations. High TLS values indicate strong interconnections among leadership communication, internal communication, and value transmission, positioning this cluster as the core intellectual structure of communication studies in the field.
2	Human Resources and Employee Performance	Employee (229; 4,006), Employee performance (143; 3,336), Job satisfaction (65; 1,636), Organizational commitment (71; 1,155)	This cluster relates to organizational communication through internal communication processes, feedback mechanisms, and leadership-member interactions that influence performance, satisfaction, and commitment, although communication is often treated implicitly.
3	Athletic Performance and Measurement	Test (161; 3,428), Athlete (121; 2,084), Sample (74; 1,848), Training (102; 1,606), Pencak Silat athlete (67; 1,110)	Despite high internal connectivity, this cluster shows weaker links to communication-related keywords, indicating a dominant focus on physical performance and measurement rather than organizational or communicative processes.
4	Organizational and Institutional Context	Pencak Silat (560; 7,009), Organisasi (179; 1,479), Indonesia (129; 1,741)	This cluster functions as a contextual bridge, reflecting the organizational and institutional setting in which communication flows occur, including governance structures and stakeholder coordination within Pencak Silat organizations.
5	Education, Culture, and Character Development	Martial art (101; 1,444), Character (67; 1,066), Moral (11; 294), Local culture (19; 206)	This cluster contributes indirectly to organizational communication by emphasizing value-based communication, cultural transmission, and socialization processes within culturally rooted Pencak Silat organizations.

Source: Data compiled by the researcher (2025).

Cluster 4 (Green) clusters around Pencak Silat and its Organizational Framework. Dominated by terms such as “Pencak Silat,” “organization,” “athlete,” “pattern,” “process,” and several Indonesian connecting words (*“dan,” “pada,” “secara”*), this cluster clearly indicates research focused on the institutional and structural aspects of Pencak Silat. It points to studies examining the organization of Pencak Silat as a discipline, its governing bodies, the management of related activities, and the systemic processes involved in its development and dissemination (Keliat & Munawar, 2025).

Cluster 5 (Yellow) addresses Education and Character Development. This cluster is comprised of keywords such as “student,” “martial art,” “attitude,” “character,” “moral,” “art

teaching,” and “local culture.” Its inclusion reinforces the significant role of Pencak Silat as a pedagogical tool for fostering character development, shaping attitudes, instilling moral values, and preserving local cultural heritage. This research stream emphasizes the educational potential embedded within martial arts practice, particularly in academic and cultural learning environments (Nurhidayat et al., 2025).

The VOSviewer analysis reveals that research on Pencak Silat is organized into several thematic clusters with differing levels of connectivity, as indicated by their total link strength (TLS). The leadership and organizational communication cluster emerges as the most central, with high TLS values for organizational culture (TLS = 5,502), leadership (TLS = 3,892), organizational communication (TLS = 3,260), and internal communication (TLS = 2,210). This finding indicates that leadership communication, internal information flow, and the transmission of organizational values constitute the core intellectual foundation of organizational communication research within Pencak Silat organizations.

The human resource and employee performance cluster is closely connected to this core, as reflected by strong TLS values for employee (TLS = 4,006) and employee performance (TLS = 3,336). Although communication is often not explicitly framed as the main variable, these linkages suggest that internal communication practices, feedback processes, and leadership-member interactions mediate the relationships between performance, job satisfaction, and organizational commitment. In contrast, the athletic performance cluster, dominated by test (TLS = 3,428) and athlete (TLS = 2,084), shows weaker connectivity to communication-related keywords, suggesting that most studies in this area priorities physical and technical outcomes over organisational communication processes.

The remaining clusters provide contextual rather than central contributions to communication research. The organizational context cluster, led by Pencak Silat (TLS = 7,009), situates communication practices within broader institutional and governance structures. In contrast, the education and character development cluster, represented by martial art (TLS = 1,444) and character (TLS = 1,066), highlights the role of value-based communication and cultural transmission. Overall, the TLS distribution confirms that organisational communication research in Pencak Silat remains concentrated on leadership and culture, with limited explicit attention to internal communication systems, leadership communication strategies, and stakeholder interaction, suggesting important directions for future research.

the variables associated with Pencak Silat research as identified through the VOSviewer network visualization. The cluster column indicates that each variable frequently appears and is closely linked to other variables within the same cluster. However, cross-cluster relationships are also evident, particularly for highly central variables such as Pencak Silat, athlete, and student, which function as bridging keywords across different research themes.

The dominance of the athletic performance cluster (Cluster 3) and the education and character development cluster (Cluster 5) suggests that Pencak Silat research extends beyond physical performance to encompass educational, moral, and character-building dimensions. Furthermore, the presence of leadership and organizational clusters (Clusters 1 and 2) highlights the integration of Pencak Silat studies with organizational, managerial, and human resource perspectives.

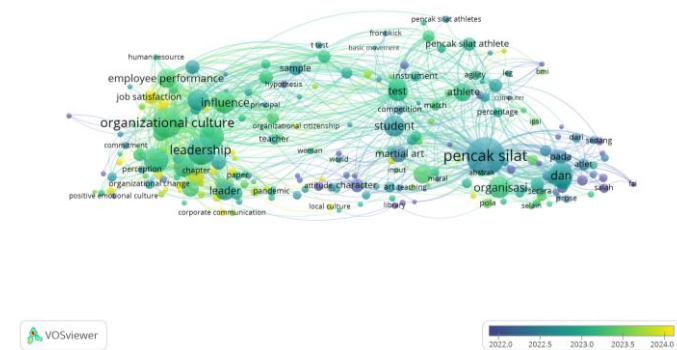
### Overlay Visualization

The analysis of research trends, as indicated by keyword emergence, reveals a discernible temporal progression in the literature concerning organizational culture, leadership, and employee performance. Specifically, foundational keywords such as “organizational culture,” “leadership,” and “employee performance” appear to have constituted the primary focus of scholarly inquiry in the earlier period, spanning from 2022 to 2023 (Figure 2). This foundational period suggests an initial establishment of the conceptual links between these core constructs, likely laying the groundwork for more nuanced investigations. Such a temporal pattern is not uncommon in emerging research areas, where broader themes are first established before specific applications or interconnections are explored in greater detail (Blagojević & Kecman, 2025).

In contrast, keywords that specifically bridge the domain of Pencak Silat with organizational and communication aspects demonstrate a more recent surge in prominence, particularly evident in the 2023–2024 timeframe. This later emergence signifies a critical shift, indicating that researchers are increasingly moving beyond generalized organizational theories to examine their application and relevance within the specific, complex ecosystem of Pencak Silat. This transition from general to specific is a hallmark of maturing research fields, where initial broad explorations pave the way for context-specific analyses and the development of tailored theoretical frameworks (Yardibi et al., 2024).

The distinct visual representation of keywords such as “Pencak Silat,” “athlete,” and “organizational culture” with brighter coloration further underscores their status as relatively new and rapidly developing areas of investigation. This visual cue suggests a heightened level of research activity and emerging interest in these particular intersections. The brighter hue implies that these topics are not only appearing more frequently but are also likely being explored with novel methodologies, conceptualizations, or theoretical lenses, positioning them at the forefront of current scholarly discourse within this specialized field (Eck & Waltman, 2023).

This observed shift in research focus from general organizational principles to their specific application within Pencak Silat, coupled with the emergent prominence of related keywords, strongly indicates a transition. The research landscape is moving away from a primary examination of the technical and performance-oriented aspects of Pencak Silat towards a more integrated, organizational, and managerial perspective. This evolution is crucial for understanding how the sport’s unique cultural, social, and operational dynamics influence its overall success and sustainability, both at the athlete and organizational levels (Dowling et al., 2018).



**Figure 2.** Overlay Visualization

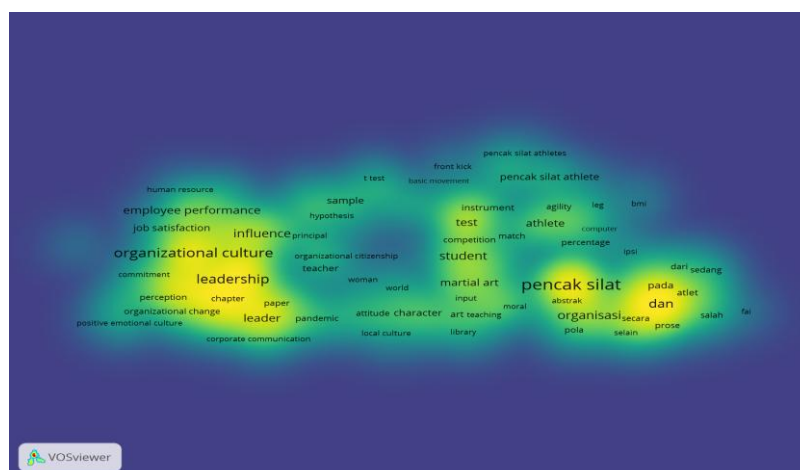
Consequently, the findings suggest that the field is ripe for deeper theoretical synthesis and empirical investigation into how organizational culture and leadership styles specifically shape employee performance within the unique context of Pencak Silat organizations and its athletes. The temporal pattern highlights a growing recognition of the need to understand not just if these factors are related, but how they interact within this specific sporting environment, potentially leading to the development of context-specific best practices and theoretical advancements that extend beyond traditional organizational studies.

### Density Visualization

Figure 3 presents a density visualization, where color intensity serves as a proxy for research frequency concerning various keywords. A notable observation from this visualization is the pronounced luminosity surrounding the keywords “Pencak Silat,” “organizational culture,” and “leadership.” This heightened intensity directly indicates that these three themes have been the most extensively researched topics within the analyzed literature corpus. The sheer volume of studies focusing on these individual areas suggests a robust academic interest, potentially driven by their intrinsic importance in martial arts, business management, and human resource development, respectively.

Conversely, keywords that explicitly bridge “Pencak Silat” with “internal communication” and “leadership communication” exhibit a considerably dimmer hue. This muted coloration suggests that while a substantial body of research exists on Pencak Silat and organizational contexts, studies that specifically place organizational communication as a primary focus, particularly in relation to Pencak Silat, remain relatively scarce. This finding points to a potential gap in the existing literature, where the intersection of martial arts practice, organizational dynamics, and communication strategies has not been as thoroughly explored as its constituent elements.

Extending this analysis, the prominence of “organizational culture” and “leadership” as standalone research areas suggests a well-established academic discourse on how these factors shape organizational effectiveness and employee behavior. Research in these domains often delves into leadership styles, cultural norms, and their impact on performance, innovation, and employee satisfaction. The high density of research in these fields indicates a mature academic field with a significant theoretical and empirical foundation.



**Figure 3.** Density Visualization of Keyword Co-occurrence in Pencak Silat Research.

The limited linkage between Pencak Silat and internal or leadership communication suggests that these topics have been examined largely in isolation. While studies on organisational communication tend to focus on conventional corporate settings, research on Pencak Silat has primarily emphasized cultural, historical, and performance-related aspects. This separation suggests that the interdisciplinary integration of martial arts traditions and organizational communication theory remains underdeveloped. Consequently, there is significant potential for future research to explore how values and practices embedded in Pencak Silat such as discipline, respect, and collective identity can be communicated and applied to strengthen internal communication processes and leadership effectiveness within organizational contexts.

This observation aligns with the broader academic trend of examining the application of cultural practices and traditions within modern organizational frameworks. While organizational culture and leadership have been extensively studied in Western business contexts, there is a growing interest in understanding how non-Western cultural elements can provide unique insights into organizational dynamics (Bicocca & Aboramadan, 2020). The rich cultural heritage and inherent discipline associated with Pencak Silat present a compelling case study for such interdisciplinary investigations.

The density visualization shows that existing research on Pencak Silat is largely concentrated on athletic performance and technical aspects of the sport, reflecting a well-established focus on biomechanics, training, and competitive strategies. While this body of work is essential for athlete development, it provides limited insight into the social, administrative, and communicative structures that sustain Pencak Silat organizations. The low visibility of communication-related keywords suggests that internal communication processes, leadership communication, and stakeholder engagement have not been systematically examined.

These findings reinforce the relevance of the present study as a bibliometric mapping of organisational communication research in Pencak Silat organizations. By identifying dominant themes and exposing gaps in communication-focused studies, this research underscores the need to broaden scholarly attention beyond performance-oriented perspectives to communication processes that support governance, member participation, and organizational sustainability. Addressing these gaps can deepen understanding of how communication functions within Pencak Silat organizations and how it contributes to their long-term development. The prevailing emphasis on performance metrics, while valuable, may inadvertently overlook the communicative processes that facilitate effective management, foster a strong organizational culture, and ensure clear strategic direction within Pencak Silat federations and clubs. Research by Onağ & Tepeci, (2014) on sports organizations, for instance, demonstrated that effective internal communication positively correlates with member satisfaction and improved operational efficiency, a dimension conspicuously absent in the current analysis of Pencak Silat scholarship. Therefore, this study is poised to contribute significantly by providing an initial, comprehensive overview of the communication landscape, paving the way for future research that can delve deeper into specific communication practices, challenges, and opportunities within this unique sporting domain.

#### 4. CONCLUSION

This study successfully maps the trends and intellectual structure of organizational communication research within Pencak Silat organizations during the 2020–2025 period. The analysis of publication trends indicates a significant increase in academic interest, aligned with a shift in research focus from technical and athletic performance aspects toward greater integration with organizational and leadership dimensions. The VOSviewer visualizations further demonstrate that while topics such as leadership and organizational culture are well established, studies that specifically link organizational communication to the Pencak Silat context remain limited, indicating a substantial research gap.

These findings underscore the relevance and urgency of organizational communication research in Pencak Silat organizations. The bibliometric mapping reveals dominant thematic clusters centered on leadership, organizational culture, employee performance, and athletic as well as character development, indicating that communication-related issues are often embedded within broader organizational and performance-oriented studies. However, the analysis also demonstrates that internal communication systems and leadership communication practices remain insufficiently examined as explicit research foci. By identifying these imbalances, this study contributes to the literature by clarifying the current intellectual structure of research on Pencak Silat organizations and by highlighting strategic directions for future studies, particularly those focusing on internal communication, leadership communication, and coordinated communication practices within complex and culturally rooted martial arts organizations.

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