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The Mediating Role of Employee Morale in Agile Performance: Evidence from Police Clearance Certificate Services

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ABSTRACT: This study aims to examine the effect of digital training, competence, and equipment on agile performance, as well as the mediating role of employee morale in Police Clearance Certificate services within the West Sumatra Regional Police. This research adopts a quantitative approach using a survey method. The population consisted of all employees involved in Police Clearance Certificate services within the West Sumatra Regional Police. Due to the relatively manageable population size, a total sampling technique was employed, resulting in 167 respondents participating in the study. Data were collected through structured questionnaires and analyzed using Structural Equation Modeling (SEM) to examine both direct and indirect relationships among variables. The findings indicate that digital training, competence, and equipment have positive and significant effects on employee morale and agile performance. Employee morale also has a positive and significant effect on agile performance. Furthermore, employee morale partially mediates the relationship between digital training, competence, equipment, and agile performance. These results suggest that improvements in employee morale can strengthen the effectiveness of organizational investments in training, employee competencies, and workplace equipment. This study contributes to the literature on public sector human resource management by highlighting the importance of employee morale as a strategic mechanism for enhancing agile performance. The findings provide practical implications for police organizations and other public institutions seeking to improve service quality through digital capability development, competency enhancement, and the provision of adequate work facilities.

Keywords: Digital training, Competence, Equipment, Employee morale, Agile performance, Police clearance certificate services, Public sector management.

I. INTRODUCTION

One of the essential public services provided by the Indonesian National Police is the issuance of the Police Clearance Certificate. This service is widely utilized by citizens for employment applications, educational requirements, immigration processes, and various administrative purposes. In 2025, there was an increase in demand for Police Clearance Certificates by 1,356, as they are required for job applications. Given the increasing demand for Police Clearance Certificate services, police organizations are expected to maintain high standards of agile performance while adapting to technological developments and changing public expectations. Consequently, improving agile performance has become a strategic priority for police institutions, particularly in regions with high service demand such as West Sumatra. Agile performance in public organizations is influenced by various organizational and human resource factors. Among these factors, digital training has emerged as an important mechanism for equipping employees with the knowledge and skills necessary to utilize information technology effectively [1]. Digital training enables employees to adapt to technological innovations, improve their operational capabilities, and provide faster and more accurate services to the public [2]. Previous studies have demonstrated that training programs contribute significantly to employee effectiveness [3, 4] and organizational performance [5]. In addition to digital training, employee competence is widely recognized as a critical determinant of agile performance [6]. Competence encompasses the knowledge, skills, abilities, and

professional attitudes required to perform job responsibilities effectively. Employees with higher levels of competence tend to demonstrate greater productivity [7], problem-solving ability [8], and service quality [9]. Within the context of Police Clearance Certificate services, competent personnel are better positioned to process applications accurately, respond to public inquiries, and ensure compliance with service standards and regulations.

Another important factor affecting agile performance is the availability of adequate equipment. Modern public service delivery increasingly depends on technological infrastructure, digital devices, computer systems, and supporting facilities. Adequate equipment enables employees to perform their tasks efficiently [10] and minimizes delays caused by technical limitations [11]. Conversely, insufficient or outdated equipment may hinder operational effectiveness and negatively affect service quality. Therefore, the provision of reliable equipment is essential for supporting employee productivity and enhancing organizational performance. Employee morale refers to the level of enthusiasm, motivation, commitment, and willingness of employees to perform their duties and contribute to organizational goals [12]. Employees with high morale tend to exhibit greater dedication, cooperation, and persistence in completing work responsibilities [12]. High morale can encourage employees to utilize their competencies effectively, maximize the benefits of training, and make optimal use of available equipment.

Previous studies have identified employee morale as an important predictor of organizational performance [13-16]. However, limited research has explored its role as a mediating mechanism linking organizational resources and employee capabilities to agile performance, particularly within law enforcement and public administration contexts. Most existing studies focus on direct relationships between training, competence, facilities, and performance, while the indirect influence through employee morale remains insufficiently examined. This research gap highlights the need for a more comprehensive understanding of how employee morale contributes to the effectiveness of organizational investments in human resources and technology.

The West Sumatra Regional Police provides an appropriate setting for investigating these relationships due to its ongoing efforts to modernize public services and improve service quality. As digitalization initiatives continue to expand, understanding the factors that influence agile performance becomes increasingly important for achieving organizational objectives and meeting public expectations. Examining the mediating role of employee morale may provide valuable insights into how police organizations can maximize the benefits of digital training, employee competence, and workplace equipment. Therefore, this study aims to analyze the effects of digital training, competence, and equipment on agile performance in Police Clearance Certificate services within the West Sumatra Regional Police. Furthermore, the study investigates whether employee morale mediates the relationships between these factors and agile performance. By addressing this issue, the research is expected to contribute to the literature on public sector human resource management and provide practical recommendations for enhancing agile performance in police organizations and other public institutions undergoing digital transformation. Although previous studies have confirmed the importance of training, competence, and work facilities in improving organizational performance, limited empirical evidence exists regarding the mediating role of employee morale in the context of Police Clearance Certificate services. Furthermore, studies examining these variables simultaneously within Indonesian police organizations remain scarce. Therefore, this research seeks to fill this gap by developing and testing a comprehensive model that integrates digital training, competence, equipment, employee morale, and agile performance within the public service sector.

II. LITERATURE REVIEW

1. ABILITY MOTIVATION THEORY

This study is grounded in the Ability Motivation Opportunity (AMO) Theory, developed by Thomas Bailet [17], which posits that employee performance is a function of three key components: ability, motivation, and opportunity. According to this theory, optimal performance can be achieved when employees possess adequate capabilities [18], strong motivation [19], and sufficient organizational support to perform their duties effectively [20]. In the context of this study, digital training and competence represent the ability dimension, as both contribute to enhancing employees' knowledge, skills, and professional capabilities in carrying out their responsibilities. Meanwhile, equipment reflects the opportunity dimension because it encompasses the availability of technological resources, facilities, and work tools that enable employees to perform their tasks efficiently. The motivation dimension is represented by employee morale, which refers to employees' enthusiasm, commitment, and willingness to contribute to organizational goals. AMO Theory suggests that

employees who possess strong abilities and are supported by adequate organizational resources are more likely to exhibit higher morale, which subsequently leads to improved performance outcomes [21]. In this study, agile performance represents the performance dimension and reflects the effectiveness, efficiency, accuracy, and quality of Police Clearance Certificate services delivered by the West Sumatra Regional Police.

2. *RELATIONSHIP OF DIGITAL TRAINING, COMPETENCE, EQUIPMENT, AND EMPLOYEE MORALE ON AGILE PERFORMANCE*

According to AMO Theory, employee performance is influenced by the abilities possessed by employees [22], the motivation they have [23], and the opportunities provided by the organization [24]. Digital training represents the ability dimension because it enhances employees' knowledge, skills, and technological capabilities required to perform their duties effectively. In public service organizations, digital training enables employees to adapt to technological changes, improve work efficiency, reduce service errors, and accelerate service delivery processes. Employees who receive adequate digital training are better equipped to utilize digital systems and technologies, thereby contributing to improved agile performance. Previous studies have consistently demonstrated that training programs positively influence employee productivity [25], work quality [26], and organizational performance [27]. Therefore, digital training is expected to enhance agile performance in Police Clearance Certificate services within the West Sumatra Regional Police.

H1: Digital training has a positive and significant effect on agile performance.

Within the AMO framework, competence is a fundamental component of the ability dimension. Competence encompasses employees' knowledge, technical skills, professional expertise, and behavioral attributes that enable them to perform their responsibilities effectively [28]. Employees with high levels of competence are more capable of solving problems [7], making accurate decisions [29], and delivering high-quality services [30]. In the context of police clearance certificate services, competent personnel are expected to process applications efficiently, provide accurate information, and ensure compliance with service standards. As a result, competence contributes directly to improved agile performance by increasing service effectiveness, reliability, and responsiveness. Prior empirical studies by [31, 32] have found a significant positive relationship between employee competence and organizational performance across various public-sector settings.

H2: Competence has a positive and significant effect on agile performance.

The AMO Theory identifies organizational resources and workplace support as elements of the opportunity dimension that enable employees to utilize their abilities effectively. Equipment refers to the availability of technological infrastructure, digital devices, computer systems, and operational facilities necessary for carrying out work activities [33]. Adequate equipment allows employees to complete tasks more efficiently [34], minimizes operational delays [35], and improves the quality and speed of service delivery [36]. Conversely, inadequate equipment may limit employees' ability to perform effectively despite possessing sufficient skills and competencies. In police clearance certificate services, modern and reliable equipment facilitates document processing, data management, and communication with service users, thereby enhancing agile performance. Previous research by [37, 38] has shown that workplace facilities and technological resources significantly contribute to employee productivity and organizational effectiveness.

H3: Equipment has a positive and significant effect on agile performance.

The AMO theory posits that employee performance is influenced by the interaction of ability, motivation, and opportunity. Within this framework, employee morale represents the motivation dimension, reflecting employees' enthusiasm, commitment, confidence, and willingness to exert effort in achieving organizational objectives. Employees with high morale tend to demonstrate greater dedication [39], stronger organizational commitment [40], and a higher level of responsibility in carrying out their duties [41]. They are also more likely to maintain positive attitudes toward their work [15], collaborate effectively with colleagues, and provide better services to customers or citizens [42]. In public service organizations, employee morale plays a crucial role in determining the quality, responsiveness, efficiency, and effectiveness of service delivery. High morale encourages employees to perform beyond minimum requirements, resulting in improved service outcomes and greater public satisfaction. In the context of Police Clearance Certificate services, employees with high morale are expected to provide faster, more accurate, and more citizen-oriented services, thereby enhancing overall agile performance. Consistent with the AMO theory, motivation serves as a key mechanism through which employees translate their abilities and available organizational resources into superior performance outcomes. Therefore, higher levels of employee morale are expected to contribute significantly to improved agile performance.

H4: Employee morale has a positive and significant effect on agile performance.

According to AMO theory, employees are more likely to demonstrate positive attitudes and higher levels of motivation when they possess the knowledge and skills necessary to perform their jobs effectively. Digital training represents the ability dimension of the AMO framework because it enhances employees' technical competencies and confidence in utilizing digital technologies. When employees receive adequate digital training, they become more capable of adapting to technological changes [43], reducing work-related stress [44], and performing their tasks more efficiently [45]. Such improvements foster feelings of self-efficacy, job satisfaction, and enthusiasm toward work, which are key indicators of employee morale. In the context of Police Clearance Certificate services, digital training enables personnel to operate digital systems effectively and respond more efficiently to public service demands. Consequently, employees who perceive training opportunities as beneficial are more likely to exhibit higher morale and stronger commitment to organizational goals.

H5: Digital training has a positive and significant effect on employee morale.

AMO theory emphasizes that employee abilities contribute not only to performance outcomes but also to positive psychological states. Employees who possess high levels of competence generally experience greater confidence [46], reduced job uncertainty [47], and increased feelings of achievement [48]. These conditions create positive work experiences that strengthen employee morale. In public service organizations, competent employees are better able to manage work challenges, provide quality services, and achieve organizational targets. As a result, competence can increase employees' enthusiasm, motivation, and willingness to contribute to organizational success. Therefore, employees with higher competence levels are expected to demonstrate higher morale than those with lower competence levels.

H6: Competence has a positive and significant effect on employee morale.

Equipment represents the opportunity dimension because it provides employees with the resources and support necessary to perform their work effectively. Adequate equipment, including information technology systems, computer facilities, internet access, and operational tools, enables employees to carry out their tasks efficiently [49] and minimizes obstacles in the workplace [50]. When employees are provided with sufficient resources, they are more likely to perceive organizational support [51] and experience lower levels of frustration associated with work limitations [52]. This positive perception enhances motivation, job satisfaction, and enthusiasm for work, which ultimately contribute to higher employee morale. In the context of police clearance certificate services, the availability of reliable equipment facilitates service delivery processes and reduces operational difficulties, thereby creating a more supportive work environment. Consequently, adequate equipment is expected to have a positive influence on employee morale.

H7: Equipment has a positive and significant effect on employee morale.

3. *THE MEDIATING ROLE OF EMPLOYEE MORALE IN THE RELATIONSHIP BETWEEN DIGITAL TRAINING, COMPETENCE, EQUIPMENT, AND AGILE PERFORMANCE*

According to the AMO theory, employee performance is influenced not only by employees' abilities and organizational resources but also by their motivation [53]. Digital training enhances employees' knowledge, technical skills, and digital capabilities, thereby strengthening the ability dimension of the AMO framework. Employees who receive effective digital training are more likely to feel confident in performing their tasks [47], adapt more easily to technological changes [54], and experience greater satisfaction in their work [55]. These positive experiences contribute to higher employee morale [56], characterized by increased enthusiasm, commitment, and willingness to exert effort in achieving organizational goals. Employees with high morale tend to provide better services [57], demonstrate greater responsiveness [58], and perform their duties more effectively [59]. Therefore, the positive influence of digital training on agile performance is expected to occur not only directly but also indirectly through employee morale. In other words, digital training can improve agile performance by fostering higher levels of employee morale among personnel involved in Police Clearance Certificate services.

H8: Employee morale mediates the relationship between digital training and agile performance

The AMO Theory suggests that employees who possess strong abilities are more likely to develop positive motivational states that contribute to improved performance outcomes. Competence represents employees' knowledge, skills, expertise, and professional capabilities required to perform their jobs effectively [28]. Highly competent employees generally experience greater confidence [60], reduced work-related uncertainty [60], and a stronger sense of accomplishment in completing their tasks [61]. These conditions enhance employee morale by increasing enthusiasm, commitment, and motivation toward organizational objectives. Employees with high morale are more likely to provide high-quality services [62], respond effectively to citizen needs [63], and maintain high levels of performance [59]. Consequently, competence is expected to influence agile performance

indirectly through employee morale. In the context of police clearance certificate services, competent employees who possess strong morale are likely to translate their capabilities into superior service outcomes. Therefore, employee morale serves as an important psychological mechanism linking competence and agile performance.

H9: Employee morale mediates the relationship between competence and agile performance

Within the AMO framework, equipment represents the opportunity dimension that enables employees to utilize their abilities effectively. Adequate equipment, including technological infrastructure, computer systems, digital platforms, and operational facilities, provides employees with the necessary resources to perform their duties efficiently [64]. When employees have access to reliable equipment, they encounter fewer operational obstacles [65], experience lower levels of work-related frustration [66], and perceive greater organizational support [66]. These positive perceptions contribute to higher employee morale [67], reflected in increased motivation [68], enthusiasm [69], and commitment to work [70]. Employees with strong morale are more likely to maximize the use of available resources and deliver higher-quality services to the public [71]. Consequently, the impact of equipment on agile performance is expected to occur not only through direct operational support but also through its ability to enhance employee morale. Thus, employee morale functions as a mediating mechanism through which adequate equipment contributes to improved agile performance in Police Clearance Certificate services.

H10: Employee morale mediates the relationship between equipment and agile performance.

III. MATERIAL AND METHOD

The Materials This study employed a quantitative research design to examine the relationships among Digital Training (X1), Competence (X2), Equipment (X3), Employee Morale (Z), and Agile Performance (Y) among Police Clearance Certificate service personnel in West Sumatra. The study adopted a cross-sectional survey approach, where data were collected at a single point in time through structured questionnaires. The proposed research model was developed based on AMO theory and tested using Structural Equation Modeling Partial Least Squares (SEM-PLS).

The population of this study consisted of all personnel involved in Police Clearance Certificate services within the West Sumatra Regional Police. Due to the relatively manageable population size, a total sampling technique was employed, whereby all members of the population were included as respondents. Consequently, the final sample comprised 167 personnel directly engaged in Police Clearance Certificate service operations across the West Sumatra Regional Police. Data collection was carried out from January to March 2026.

The study examined five constructs: Digital Training (X1), Competence (X2), equipment (X3), employee morale (Z), and Agile Performance (Y). Digital Training (X1) was measured by employees' perceptions regarding the effectiveness of digital learning programs, technology-related skill development, and adaptability to digital transformation. Competence (X2) was assessed through indicators reflecting job knowledge, technical skills, problem-solving ability, and professional expertise. Equipment (X3) referred to the adequacy, accessibility, reliability, and suitability of technological and operational resources used in service delivery. Employee Morale (Z) was measured through indicators related to enthusiasm, motivation, commitment, job satisfaction, and willingness to contribute to organizational goals. Agile performance (Y) was assessed based on employees' adaptability, responsiveness, flexibility, speed of task completion, and continuous improvement in service delivery. The indicators are shown in Table 1.

Table 1. Variables indicators.

Variable	Indicators	References
Digital Training (X1)	Digital knowledge enhancement Technology utilization skills Training relevance Training effectiveness Adaptability to digital changes	[72]
Competence (X2)	Job knowledge Technical skills Problem-solving ability Professional expertise Work capability	[73]

Equipment (X3)	Availability of equipment Technological adequacy Accessibility of facilities Reliability of equipment Suitability of equipment for tasks	[74]
Employee Morale (Z)	Work enthusiasm Organizational commitment Motivation to perform Job satisfaction Team spirit	[75]
Agile Performance (Y)	Adaptability Responsiveness Flexibility Speed of task completion Continuous improvement	[64]

All measurement items were adapted from established studies in the human resource management and organizational behavior literature and were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Primary data were collected through self-administered questionnaires distributed to police clearance certificate service personnel. Prior to the full-scale survey, the questionnaire was reviewed by academic experts and practitioners to ensure content validity and clarity. Respondents were informed about the purpose of the study and assured that their responses would be treated confidentially and used solely for academic purposes.

Data were analyzed using Structural Equation Modeling Partial Least Squares (SEM-PLS) with SmartPLS software. SEM-PLS was selected because of its suitability for analyzing complex models involving multiple latent constructs and mediation effects. The analysis was conducted in two stages. First, the measurement model (outer model) was evaluated by assessing indicator reliability, convergent validity, discriminant validity, Cronbach's alpha, composite reliability, and average variance extracted (AVE). Second, the structural model (inner model) was evaluated through path coefficient analysis, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), and bootstrapping procedures to test the significance of direct and indirect effects.

Convergent validity was considered acceptable when factor loadings exceeded 0.70 and AVE values exceeded 0.50. Reliability was confirmed when Cronbach's alpha and composite reliability values exceeded 0.70. Hypothesis testing was conducted using a bootstrapping procedure with a significance level of 5%, where hypotheses were accepted when the t-statistic exceeded 1.96, and the p-value was below 0.05.

IV. DATA ANALYSIS

1. RESULT

Table 2 shows that all constructs demonstrate good reliability and validity. Composite reliability and Cronbach's alpha values exceed 0.70, while AVE values exceed 0.50, confirming satisfactory internal consistency and convergent validity.

Table 2. Reliability test result.

Construct	AVE	Composite Reliability	Cronbach's Alpha
Digital Training (X1)	0.681	0.882	0.835
Competence (X2)	0.703	0.899	0.861
Equipment (X3)	0.726	0.910	0.877
Employee Morale (Z)	0.658	0.872	0.821
Agile Performance (Y)	0.732	0.915	0.879

Source: Data processed by authors, 2026

Table 2 presents the results of the reliability and validity assessment for the constructs used in this study. The Average Variance Extracted (AVE) values range from 0.658 to 0.732, exceeding the recommended threshold of 0.50. This indicates that all constructs possess adequate convergent validity and are able to explain a substantial proportion of the variance in their respective indicators. The results also show that the Composite Reliability (CR) values range from 0.872 to 0.915, which are well above the minimum recommended value of 0.70. These findings suggest that the measurement items consistently represent their underlying constructs and demonstrate a high level of internal consistency. Similarly, the Cronbach's Alpha values range from 0.821 to 0.879, exceeding the acceptable threshold of 0.70. This confirms that all constructs, namely Digital Training (X1), Competence (X2), Equipment (X3), Employee Morale (Z), and Agile Performance (Y) are reliable measures. Therefore, the measurement model satisfies the requirements for validity and reliability and is suitable for further structural model analysis and hypothesis testing. Furthermore, the coefficient of determination test is in Table 3.

Table 3. Evaluate the R-square value.

Variables	R- Squared	R-Squared Adjusted
Employee Morale (Z)	0.428	0.418
Agile Performance (Y)	0.414	0.403

Source: Data processed by authors, 2026

Table 3 presents the coefficient of determination (R^2) values for the endogenous variables in the research model. The results show that Employee Morale has an R^2 value of 0.428 and an adjusted R^2 value of 0.418. This indicates that Digital Training (X1), Competence (X2), and Equipment (X3) simultaneously explain 41.8% of the variance in Employee Morale (Z), while the remaining 58.2% is influenced by other factors not included in the model. Furthermore, Agile Performance (Y) has an R^2 value of 0.414 and an adjusted R^2 value of 0.403. This finding suggests that Digital Training (X1), Competence (X2), Equipment (X3), and Employee Morale (Z) collectively explain 40.3% of the variance in Agile Performance (Y), whereas 59.7% is attributed to other variables outside the scope of this study. The SEM PLS test result is shown in Figure 1.

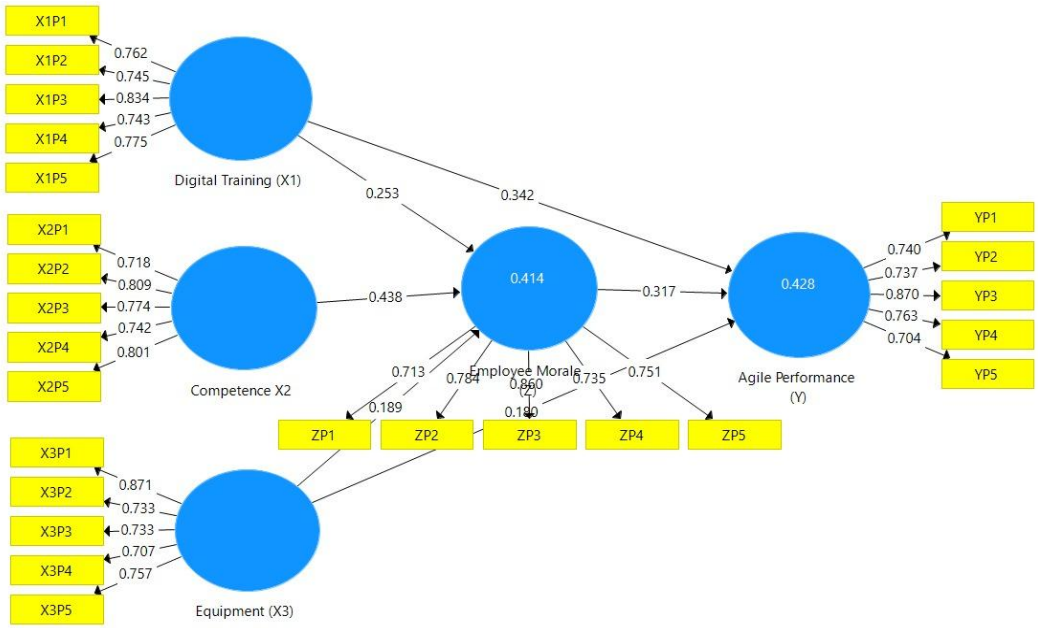

FIGURE 1. SEM PLS test Result

Table 4 shows that all seven hypotheses (H1–H7) are supported, with positive and statistically significant relationships ($p < 0.05$). Digital training, competence, equipment, and employee morale positively affect agile performance. Additionally, digital training, competence, and equipment positively influence employee morale. Competence has the strongest effect on employee morale, while digital training has the strongest effect on agile performance.

Table 4. Direct test result.

Hypothesis	Path	β Coefficient	t-Value	p-Value	Result
H1	Digital Training → Agile Performance	0.342	3.221	0.001	Supported
H2	Competence → Agile Performance	0.167	2.832	0.005	Supported
H3	Equipment → Agile Performance	0.180	2.411	0.016	Supported
H4	Employee Morale → Agile Performance	0.317	1.992	0.047	Supported
H5	Digital Training → Employee Morale	0.253	4.590	0.000	Supported
H6	Competence → Employee Morale	0.438	3.009	0.003	Supported
H7	Equipment → Employee Morale	0.189	2.887	0.004	Supported

Table 5 presents the mediation analysis results. All three indirect effects (H8–H10) are positive and statistically significant ($p < 0.05$), indicating that employee morale partially mediates the relationships between digital training, competence, equipment, and agile performance. Therefore, all three hypotheses are supported.

Table 5. Indirect test result.

Hypothesis	Mediation Path	Indirect β	t-Value	p-Value	Mediation Type	Result
H8	Digital Training → Employee Morale → Agile Performance	0.08	3.102	0.002	Partial	Supported
H9	Competence → Employee Morale → Agile Performance	0.138	2.745	0.006	Partial	Supported
H10	Equipment → Employee Morale → Agile Performance	0.059	2.608	0.009	Partial	Supported

2. DISCUSSIONS

2.1. H1–H4: Direct Effects of Digital Training (X1), Competence (X2), Equipment (X3) on Agile Performance (Y)

The results of hypothesis testing indicate that Digital Training (X1) has a positive and significant effect on Agile Performance (Y) ($\beta = 0.342$, $t = 3.221$, $p = 0.001$), supporting H1. This finding suggests that employees who receive effective digital training are better equipped to adapt to technological changes [22], respond to service demands more efficiently and perform their tasks with greater flexibility [77]. In the context of Police Clearance Certificate services, digital training enhances employees' ability to utilize digital systems and technologies, thereby improving their agility in delivering services. This result is consistent with the AMO theory, which emphasizes that employees' abilities developed through training contribute significantly to improved performance outcomes.

The findings also reveal that Competence (X2) has a positive and significant effect on Agile Performance (Y) ($\beta = 0.167$, $t = 2.832$, $p = 0.005$), supporting H2. This result indicates that employees with higher levels of knowledge [32], skills, and professional expertise tend to demonstrate greater adaptability and responsiveness in dynamic work environments ***[7]***. Competent personnel are better able to handle complex tasks, solve problems effectively, and adjust to changing service requirements [30]. These findings support the ability dimension of AMO Theory, which argues that employees' competencies serve as essential resources for achieving superior performance [29]. Therefore, enhancing employee competence can contribute significantly to improving agile performance among Police Clearance Certificate service personnel.

Furthermore, Equipment (X3) has a positive and significant effect on Agile Performance (Y) ($\beta = 0.180$, $t = 2.411$, $p = 0.016$), supporting H3. This finding suggests that the availability of adequate technological infrastructure, operational tools, and workplace facilities enables employees to perform their duties more efficiently [34] and adapt quickly to changing service demands [36]. Within the AMO theory, equipment represents the opportunity dimension, providing employees with the necessary resources to utilize their abilities effectively [38]. The availability of reliable equipment facilitates smoother work processes [33], reduces operational constraints, and enhances employees' capacity to deliver agile and responsive services [37].

Finally, the results show that Employee Morale (Z) has a positive and significant effect on Agile Performance (Y) (β = 0.317, t = 1.992, p = 0.047), supporting H4. This finding indicates that employees who exhibit higher levels of enthusiasm, commitment, and motivation are more likely to demonstrate agile behaviors in performing their duties ***[39]***. High morale encourages employees to embrace change [15], respond proactively to challenges, and maintain high levels of service quality under dynamic conditions [41]. This result is consistent with the motivation component of AMO Theory, which posits that motivated employees are more likely to translate their abilities and available resources into superior performance outcomes. Therefore, employee morale plays a crucial role in enhancing agile performance among Police Clearance Certificate service personnel in West Sumatra.

2.2. H5–H7: Direct Effects of Digital Training (X1), Competence (X2) and Equipment (X3) on Employee Morale (Z)

The results indicate that Digital Training (X1) has a positive and significant effect on Employee Morale (Z) (β = 0.253, t = 4.590, p = 0.000), supporting H5. This finding suggests that employees who receive effective digital training tend to exhibit higher levels of enthusiasm [43], confidence [45], and commitment to performing their duties [44]. Digital Training (X1) enhances employees' technological capabilities and helps them adapt to digital transformation, thereby reducing work-related uncertainty and increasing their sense of competence. According to the AMO theory, training strengthens employees' abilities, which in turn contributes to positive motivational outcomes such as higher morale. The relatively high path coefficient further indicates that digital training is one of the strongest predictors of employee morale among Police Clearance Certificate service personnel.

The results also show that Competence (X2) has a positive and significant effect on Employee Morale (Z) (β = 0.438, t = 3.009, p = 0.003), supporting H6. This finding implies that employees who possess greater knowledge, skills, and professional expertise are more likely to experience positive attitudes toward their work [46]. Competent employees tend to feel more confident in handling job responsibilities and overcoming work challenges [78], which enhances their motivation and enthusiasm [48]. Consistent with the AMO Theory, competence represents the ability dimension that enables employees to perform effectively and develop stronger morale. Therefore, improving employee competence can play an important role in fostering a more motivated and committed workforce.

Furthermore, Equipment (X3) has a positive and significant effect on Employee Morale (Z) (β = 0.189, t = 2.887, p = 0.004), supporting H7. This result suggests that the availability of adequate technological resources, facilities, and operational tools contributes positively to employees' morale. When employees are provided with reliable equipment, they can perform their duties more efficiently [49] and experience fewer operational difficulties [50], leading to greater job satisfaction and motivation [52]. Within the AMO theory, equipment represents the opportunity dimension that allows employees to utilize their abilities effectively. Consequently, adequate organizational support through the provision of equipment not only improves work efficiency but also enhances employee morale among Police Clearance Certificate service personnel in West Sumatra.

2.3. H8–H10: Indirect Effect of Digital Training (X1), Competence (X2), Equipment (X3) on Agile Performance (Y) mediated by Employee Morale (Z)

The results of the mediation analysis indicate that Employee Morale (Z) significantly mediates the relationship between Digital Training (X1) and Agile Performance (Y) (β = 0.802, t = 3.102, p = 0.002), supporting H8. The positive indirect effect suggests that digital training enhances employees' morale, which subsequently improves their agile performance. [78], adapting to organizational changes [54], and performing their duties effectively ***[55]***. These positive experiences foster greater enthusiasm and commitment [57], enabling employees to become more responsive [58], flexible, and adaptive in delivering services [59]. Since the direct effect of Digital Training on Agile Performance remains significant, Employee Morale functions as a partial mediator, indicating that digital training influences agile performance both directly and indirectly through employee morale.

The findings also reveal that Employee Morale (Z) significantly mediates the relationship between Competence (X2) and Agile Performance (Y) (β = 0.138, t = 2.745, p = 0.006), supporting H9. This result suggests that competent employees are more likely to develop positive attitudes toward their work, resulting in higher morale and ultimately better agile performance. Employees with strong knowledge, skills, and professional expertise tend to experience greater confidence [60] and job accomplishment [61], which enhances their motivation and willingness to contribute to organizational goals. In accordance with AMO theory, competence strengthens the ability dimension, which positively influences motivation in the form of employee morale, leading to improved performance outcomes. The significant direct and indirect effects indicate that Employee Morale partially mediates the relationship between Competence and Agile Performance.

Furthermore, Employee Morale (Z) significantly mediates the relationship between Equipment (X3) and Agile Performance (Y) ($\beta = 0.059$, $t = 2.608$, $p = 0.009$), supporting H10. The findings demonstrate that the availability of adequate equipment contributes to improved agile performance by enhancing employees' morale. When employees are provided with reliable technological resources and operational facilities, they experience fewer work-related obstacles [64] and perceive stronger organizational support [66]. These conditions increase their enthusiasm, commitment, and motivation to perform effectively [68], [69], [70]. Consistent with the opportunity dimension of AMO Theory, adequate equipment creates a supportive work environment that encourages higher morale and better performance [39]. Since both the direct and indirect effects remain significant, Employee Morale serves as a partial mediator in the relationship between Equipment and Agile Performance. Overall, these findings highlight the important role of employee morale as a psychological mechanism through which organizational resources and employee capabilities are translated into higher levels of agile performance among Police Clearance Certificate service personnel in West Sumatra.

V. CONCLUSIONS

This study examined the relationships among Digital Training (X1), Competence (X2), Equipment (X3), Employee Morale (Z), and Agile Performance (Y) among Police Clearance Certificate service personnel in West Sumatra. The findings revealed that Digital Training (X1), Competence (X2), and Equipment (X3) have positive and significant effects on Agile Performance (Y). These results indicate that enhancing employees' digital capabilities, professional competencies, and access to adequate workplace resources contributes directly to their ability to adapt, respond, and perform effectively in dynamic service environments. Furthermore, Employee Morale (Z) was found to have a positive and significant effect on Agile Performance (Y), highlighting the important role of motivation in improving employee adaptability and service effectiveness.

In addition, the mediation analysis confirmed that Employee Morale (Z) partially mediates the relationships between Digital Training (X1), Competence (X2), Equipment (X3), and Agile Performance (Y). These findings support the AMO theory, suggesting that organizational investments in employee capabilities and workplace resources enhance performance not only directly but also indirectly through increased employee morale. Therefore, improving employee morale is essential for maximizing the impact of training, competence development, and equipment provision on agile performance in public service organizations.

This study has several limitations that should be considered when interpreting the findings. First, the study was conducted exclusively among Police Clearance Certificate service personnel within the West Sumatra Regional Police, which may limit the generalizability of the findings to other public sector organizations or regions. Second, the study employed a cross-sectional research design, which captured respondents' perceptions at a single point in time and therefore may not fully reflect changes in employee morale and agile performance over time. Third, the study focused on Digital Training (X1), Competence (X2), Equipment (X3), and Employee Morale (Z) as determinants of Agile Performance (Y), while other potentially important factors, such as leadership style, organizational culture, job satisfaction, employee engagement, and organizational support, were not included in the research model. Finally, the data were collected using self-reported questionnaires, which may be subject to common method bias and respondents' subjective perceptions.

Based on the findings, several practical recommendations can be proposed. First, police organizations should continue to invest in comprehensive digital training programs to enhance employees' technological competencies and readiness to adapt to evolving service demands. Second, continuous competency development initiatives, including technical training, professional certification, and knowledge sharing programs, should be implemented to strengthen employees' capabilities and improve service effectiveness. Third, organizations should ensure the availability of adequate technological infrastructure, operational facilities, and digital equipment to support efficient and responsive service delivery. From a managerial perspective, efforts to improve employee morale should be prioritized because morale plays a significant mediating role in enhancing agile performance. Managers should foster a supportive work environment, recognize employee achievements, competence development, improve equipment, encourage participation in decision-making processes, and provide opportunities for professional growth. Such initiatives can strengthen employee commitment and motivation, ultimately leading to higher levels of agile performance. This study contributes to the human resource management literature by demonstrating how digital training, employee competence, and workplace equipment influence agile performance. It further highlights employee morale as a partial mediating mechanism through which individual capabilities and organizational resources enhance employees' ability to adapt to dynamic work environments, particularly in public sector organizations.

For future research, scholars are encouraged to extend this study by incorporating additional variables such as leadership, organizational culture, employee engagement, innovation capability, and organizational support. Future studies may also employ longitudinal research designs and broader samples from different public service sectors and geographical regions to improve the generalizability and robustness of the findings.

Conflicts of Interest

The authors declare no conflicts of interest. The funders had no role in the design of the study; in the collection, analyses, or interpretation of data; in the writing of the manuscript; or in the decision to publish the results.

Author Contributions

Each author played an integral role in shaping the research design, carrying out the analysis, and preparing the manuscript for publication.

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Data Availability Statement

Data are available from the authors upon request. The data supporting the findings of this study are available from the corresponding author upon reasonable request. No, publicly archived datasets were used or generated during the current study due to institutional and ethical considerations.

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