

INFORMATION OVERLOAD AND EMPLOYEE DEDICATION IN INSURANCE FIRMS IN RIVERS STATE, NIGERIA

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Abstract

This study examined the relationship between information overload and employee dedication in insurance firms in Rivers State, Nigeria. In today's digital work environment, employees are exposed to increasing volumes of information from multiple communication channels, databases, reports, and customer interactions. While access to information supports decision-making, excessive and complex information may overwhelm employees and reduce their dedication. Information overload was examined using information quantity and information complexity, while employee dedication was measured using organisational commitment and job involvement. The study was anchored on Cognitive Load Theory and adopted a correlational research design. The population comprised 420 employees from eight purposively selected insurance firms in Rivers State, from which a sample size of 205 was determined using the Taro Yamane formula. A total of 205 questionnaires were distributed (100.00%), 195 (95.12%) were retrieved, 10 (4.88%) were not returned, and 7 (3.41%) were invalid, leaving 188 (91.71%) valid questionnaires for analysis. Data were analysed using descriptive statistics and the Pearson Product Moment Correlation Coefficient (PPMC) at a 0.05 level of significance. The findings revealed that information quantity and information complexity have significant relationships with employee dedication, as reflected in employees' organisational commitment and job involvement. The study concludes that effective management of workplace information enhances employee dedication and recommends that insurance firms streamline information flow, simplify complex work-related information, and provide employees with adequate training and digital support systems to minimise information overload.

Keywords: Information Overload, Information Quantity, Information Complexity, Employee Dedication, Organisational Commitment.

INTRODUCTION

The rapid advancement of digital technologies has transformed how organisations generate, store, and communicate information. Although these technologies have enhanced organisational efficiency and decision-making, they have also increased employees' exposure to large volumes of information from emails, reports, digital platforms, meetings, and instant messaging applications. Employees are expected to process this information within limited timeframes while responding to changing organisational demands. This phenomenon, known as information overload, has become

a major workplace challenge because it can impair cognitive capacity, reduce decision quality, increase stress, and influence employees' work attitudes and behaviours (Eppler & Mengis, 2004; Roetzel, 2019; Salo & Salo, 2023).

Information overload occurs when the volume or complexity of information exceeds an individual's capacity to process it effectively (Eppler & Mengis, 2004; Roetzel, 2019). Its two key dimensions are information quantity and information complexity. Information quantity refers to the volume of information employees receive, while information complexity concerns the difficulty of understanding and applying that information to work tasks (Bawden & Robinson, 2020). The growing adoption of digital communication technologies has further intensified employees' exposure to excessive and complex information, often overwhelming their cognitive resources and reducing workplace effectiveness (Tarafdar et al., 2020).

Globally, information overload has been associated with reduced productivity, decision fatigue, work stress, declining well-being, lower job satisfaction, and diminished work engagement (Roetzel, 2019; Bawden & Robinson, 2020; Tarafdar et al., 2020). As a result, organisations are increasingly implementing information management practices that provide employees with relevant and manageable information (Tarafdar et al., 2020).

The insurance industry is particularly information-intensive because employees routinely process policy documents, customer records, underwriting guidelines, regulatory requirements, claims information, financial reports, and market intelligence while meeting strict deadlines and customer expectations. These responsibilities increase employees' vulnerability to information overload (Roetzel, 2019; Tarafdar et al., 2020).

Employee dedication is vital for organisational effectiveness because dedicated employees demonstrate enthusiasm, persistence, loyalty, and active involvement in organisational activities (Schaufeli, 2021). In this study, employee dedication is represented by organisational commitment and job involvement. Organisational commitment reflects employees' psychological attachment and loyalty to their organisation (Meyer & Allen, 1997; Meyer et al., 2002), while job involvement refers to the extent to which employees identify with and actively participate in their work (Kanungo, 1982). High levels of commitment and job involvement have been linked to improved organisational performance, lower turnover intentions, and better service quality (Meyer et al., 2002; Schaufeli, 2021).

Insurance firms in Rivers State operate in a competitive environment characterized by digital transformation, regulatory compliance, and rising customer expectations. Although technology has improved operational efficiency, it has also increased employees' exposure to excessive and complex information, which may weaken their organisational commitment and job involvement (Tarafdar et al., 2020). Studies further show that supportive work environments enhance commitment and engagement, whereas excessive work demands and poor communication practices undermine

employees' psychological attachment to their organisations and their involvement in work (Bakker & Demerouti, 2017; Schaufeli, 2021).

Despite the growing relevance of information management, limited empirical evidence exists on the relationship between information overload and employee dedication in Nigeria's insurance industry. Most previous studies have focused on organisational commitment, work engagement, communication practices, or human resource management rather than examining information quantity and information complexity as dimensions of information overload (Roetzel, 2019; Tarafdar et al., 2020). This study therefore investigates the relationship between information overload, measured by information quantity and information complexity, and employee dedication, measured by organisational commitment and job involvement, among insurance firms in Rivers State, Nigeria.

Statement of the Problem

The increasing digitalization of organisational activities has transformed how employees receive, process, and use information. Although digital technologies have improved efficiency, they have also exposed employees to excessive and complex work-related information. Information overload has become a significant workplace challenge, as employees must simultaneously manage emails, reports, customer requests, regulatory updates, and other communications within limited time. Excessive information can overwhelm employees' cognitive capacity, reduce decision quality, increase stress, and negatively influence workplace attitudes and behaviours (Arnold et al., 2023; Graf & Antoni, 2022).

The insurance industry is particularly susceptible to information overload because employees routinely process large volumes of customer records, insurance policies, claims documentation, regulatory guidelines, and financial information. While digital technologies have enhanced information accessibility, they have also increased cognitive demands that may weaken employees' organisational commitment and job involvement (Arnold et al., 2023).

Employee dedication is essential for organisational effectiveness, as dedicated employees exhibit stronger organisational commitment, higher job involvement, improved service delivery, and greater productivity. However, workplace conditions and communication practices can significantly influence employees' level of dedication (Hngoi et al., 2023; Inegbedion, 2022).

Despite increasing attention to information overload, empirical evidence linking it to employee dedication remains limited, particularly in Nigeria's insurance industry. Previous studies have largely examined its effects on stress, decision-making, productivity, and technology use, while research on employee dedication has focused more on leadership, organisational support, and job insecurity than on information overload (Arnold et al., 2023; Hngoi et al., 2023).

Moreover, little empirical evidence exists on how information quantity and information complexity influence organisational commitment and job involvement among employees of insurance firms in Rivers State. This gap necessitates the present study, which examines the relationship between information overload and employee dedication among insurance firms in Rivers State, Nigeria.

Research Objectives

1. To examine the relationship between information quantity and organisational commitment in insurance firms in Rivers State.
2. To determine the relationship between information quantity and job involvement in insurance firms in Rivers State.
3. To examine the relationship between information complexity and organisational commitment in insurance firms in Rivers State.
4. To determine the relationship between information complexity and job involvement in insurance firms in Rivers State.

Research Questions

1. What is the relationship between information quantity and organisational commitment in insurance firms in Rivers State?
2. What is the relationship between information quantity and job involvement in insurance firms in Rivers State?
3. What is the relationship between information complexity and organisational commitment in insurance firms in Rivers State?
4. What is the relationship between information complexity and job involvement in insurance firms in Rivers State?

Research Hypotheses

- H₀₁: There is no significant relationship between information quantity and organisational commitment in insurance firms in Rivers State.
- H₀₂: There is no significant relationship between information quantity and job involvement in insurance firms in Rivers State.
- H₀₃: There is no significant relationship between information complexity and organisational commitment in insurance firms in Rivers State.
- H₀₄: There is no significant relationship between information complexity and job involvement in insurance firms in Rivers State.

Conceptual Framework

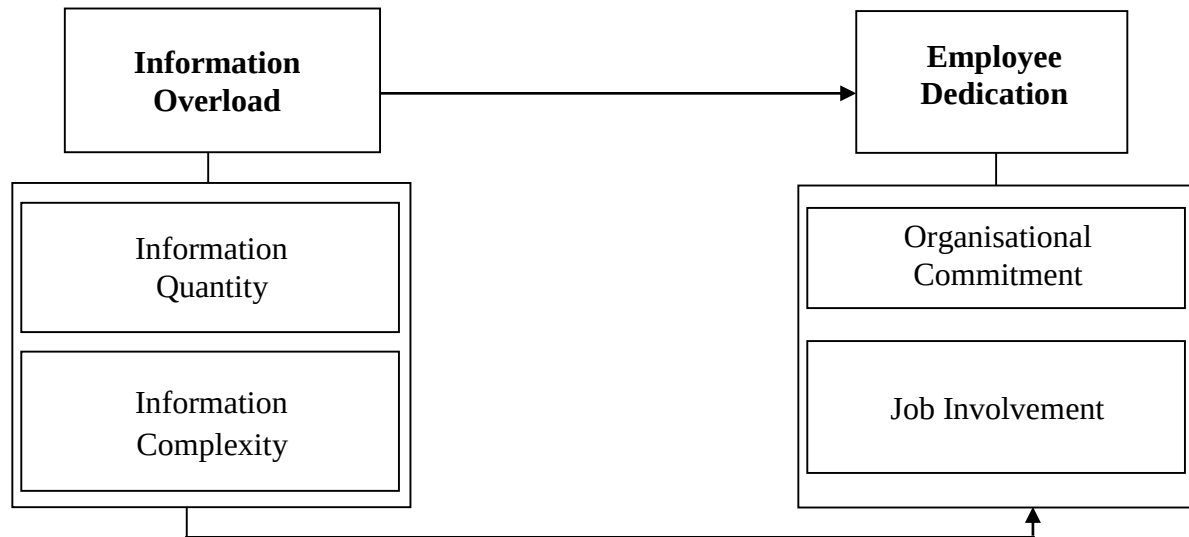


Figure 1: Conceptual Framework Showing the Relationship between Information Overload and Employee Dedication in Insurance Firms in Rivers State.

Source: The dimensions of Information Overload, comprising information quantity and information complexity, were adapted from Eppler and Mengis (2004) and supported by recent studies by Salo et al. (2023) and Misra and Stokols (2022). The measures of Employee Dedication, comprising organisational commitment and job involvement, were adapted from Meyer and Allen (1991) and Kanungo (1982), and supported by recent studies including Inegbedion et al. (2022) and H'ngoi et al. (2023).

LITERATURE REVIEW

Conceptual Review

Concept of Information Overload

Information is a critical organisational resource that supports decision-making, communication, innovation, and competitiveness. However, advances in information and communication technologies have significantly increased the volume and complexity of information available to employees. While greater access to information can enhance performance, excessive information often exceeds employees' cognitive processing capacity, resulting in information overload (Arnold et al., 2023).

Information overload occurs when the quantity or complexity of information surpasses an individual's ability to process it effectively, leading to reduced decision quality, impaired concentration, increased stress, and lower psychological well-being (Arnold et al., 2023). Originally conceptualized by Eppler and Mengis (2004) as a mismatch between available information and processing capacity, the concept has evolved to encompass both excessive information quantity and information complexity (Arnold et al., 2023; Salo & Salo, 2023).

The rapid digitalization of workplaces has intensified information overload as employees increasingly rely on emails, enterprise systems, virtual collaboration tools, customer management platforms, and regulatory updates. Although these technologies improve communication and operational efficiency, they also create cognitive demands that can hinder productivity (Salo & Salo, 2023).

In the insurance industry, employees routinely process policy documents, claims records, underwriting reports, financial data, customer requests, and regulatory information, making them particularly vulnerable to information overload. Excessive or complex information can increase mental fatigue, reduce decision accuracy, delay service delivery, and weaken employees' commitment and involvement at work.

Studies have linked information overload to adverse organisational outcomes, including lower job satisfaction, work engagement, organisational commitment, employee well-being, and productivity (Arnold et al., 2023). Accordingly, this study conceptualizes information overload as employees' perception that the quantity and complexity of work-related information exceed their processing capacity, thereby influencing their organisational commitment and job involvement.

Information Quantity

Information quantity refers to the volume of work-related information employees are required to receive, process, and use in performing their duties. It is a key dimension of information overload, occurring when the amount of available information exceeds employees' cognitive capacity and available time for effective processing (Eppler & Mengis, 2004).

The widespread adoption of digital technologies has significantly increased information quantity through emails, reports, databases, virtual meetings, customer enquiries, and collaborative platforms. Although these technologies enhance information access, they often expose employees to more information than they can effectively process, resulting in cognitive overload, reduced concentration, slower decision-making, and increased work-related stress (Arnold et al., 2023; Salo & Salo, 2023).

In insurance firms, employees regularly process policy applications, claims records, underwriting guidelines, financial reports, customer correspondence, and regulatory updates, making them particularly susceptible to excessive information demands. High information quantity can lead to decision fatigue, reduced work effectiveness, and lower organisational commitment and job involvement. Accordingly, this study defines information quantity as employees' perception that the volume of work-related information exceeds their capacity to process and utilize it effectively.

Information Complexity

Information complexity refers to the extent to which work-related information is difficult to understand, interpret, or apply because of its technical nature, ambiguity, diversity, or interdependence (Eppler & Mengis, 2004). Unlike information quantity, which focuses on volume, information complexity concerns the characteristics of information itself.

Rapid technological advancement and changing organisational environments require employees to interpret increasingly complex documents, regulations, policies, and operational procedures, thereby increasing cognitive demands (Arnold et al., 2023). In the insurance industry, employees routinely work with insurance contracts, underwriting criteria, claims investigations, actuarial reports, and regulatory requirements, all of which require specialized knowledge and professional judgment.

Research indicates that complex information contributes to workplace stress, decision fatigue, and lower job performance, which may weaken employees' organisational commitment and job involvement (Salo & Salo, 2023). Consequently, organisations should simplify communication, strengthen knowledge-sharing practices, provide employee training, and implement decision-support systems to reduce unnecessary complexity. In this study, information complexity refers to employees' perception that work-related information is difficult to understand, interpret, or utilize effectively because of its technical or ambiguous nature.

Concept of Employee Dedication

Employee dedication refers to employees' psychological attachment to their organisation and their willingness to invest physical, cognitive, and emotional effort in achieving organisational goals. Dedicated employees identify with organisational values, demonstrate enthusiasm for their work, and contribute beyond minimum job requirements, thereby enhancing productivity, service quality, and employee retention (Schaufeli, 2021).

In today's competitive business environment, employee dedication is essential for organisational effectiveness and sustainability. Dedicated employees are more resilient, collaborative, and committed to organisational success, whereas unfavorable work conditions, excessive workload, and information overload may diminish their motivation and involvement (Arnold et al., 2023). Although dedication is closely related to work engagement, organisational commitment, and job involvement, this study conceptualizes it through organisational commitment and job involvement because these dimensions capture employees' attachment to the organisation and psychological investment in their work (Meyer et al., 2022). In insurance firms, employee dedication is particularly important because employees perform information-intensive tasks that require accuracy, professionalism, and responsiveness.

Organisational Commitment

Organisational commitment is the psychological attachment employees develop toward their organisation, reflected in their loyalty, identification with organisational goals, and willingness to remain with the organisation (Meyer et al., 2022). It is associated with higher employee retention, job performance, organisational citizenship behaviour, and well-being.

Studies indicate that organisational commitment is strengthened by supportive leadership, effective communication, organisational support, and positive working

conditions (Hngoi et al., 2023). Conversely, excessive information quantity and complexity can increase cognitive strain, reduce emotional attachment, and weaken employees' commitment (Arnold et al., 2023). In insurance firms, organisational commitment is particularly important because employees handle confidential information and customer relationships that require sustained responsibility and professionalism. In this study, organisational commitment refers to employees' psychological attachment, loyalty, and willingness to remain with their insurance organisations.

Job Involvement

Job involvement refers to the extent to which employees psychologically identify with their work and regard it as an important part of their identity (Kanungo, 1982). Employees with high job involvement actively participate in work activities, display greater motivation, and contribute more effectively to organisational goals.

Research shows that job involvement is influenced by leadership support, organisational climate, communication quality, and employees' cognitive workload (Hngoi et al., 2023). Information overload can reduce job involvement by depleting employees' cognitive resources, limiting their concentration and active participation in work (Arnold et al., 2023). In insurance organisations, where employees routinely process complex policies, claims, and regulatory requirements, excessive information demands may undermine psychological engagement and work effectiveness. Accordingly, this study defines job involvement as employees' psychological identification with their work and their willingness to devote substantial effort toward achieving organisational objectives.

Information Overload and Employee Dedication

The relationship between information overload and employee dedication has attracted growing attention as organisations increasingly rely on digital technologies that generate large volumes of information. Although information is essential for effective decision-making, excessive information quantity and complexity can exceed employees' cognitive processing capacity, resulting in information overload (Arnold et al., 2023).

Information overload can undermine employee dedication by increasing cognitive strain, reducing concentration, impairing decision-making, and elevating workplace stress. As a result, employees may become mentally exhausted, weakening their organisational commitment and reducing their job involvement. Studies have shown that excessive information demands are associated with lower work satisfaction, diminished engagement, and reduced organisational commitment (Arnold et al., 2023).

In insurance firms, employees routinely process policy documents, claims records, underwriting reports, customer information, and regulatory guidelines, making them particularly susceptible to information overload. Without effective information management, these demands may reduce employees' psychological attachment to their organisations and their involvement in work activities.

Conversely, organisations that simplify communication, improve information management, and reduce unnecessary information demands are more likely to strengthen employee dedication by promoting greater organisational commitment and job involvement. Accordingly, this study proposes that information overload, represented by information quantity and information complexity, is significantly related to employee dedication, measured by organisational commitment and job involvement, among employees of insurance firms in Rivers State, Nigeria.

Theoretical Framework

This study is anchored on Cognitive Load Theory (CLT) and supported by Social Exchange Theory (SET). Cognitive Load Theory explains how excessive information affects employees' cognitive capacity and work behaviour, while Social Exchange Theory explains how employees reciprocate organisational conditions through their attitudes and behaviours.

Cognitive Load Theory

Cognitive Load Theory, developed by John Sweller (1988), posits that individuals have limited working-memory capacity for processing information. When the quantity or complexity of information exceeds this capacity, cognitive overload occurs, leading to impaired decision-making, reduced performance, stress, and mental fatigue. Although originally developed in educational psychology, the theory has been widely applied to organisational behaviour and information systems research.

The theory identifies three forms of cognitive load: intrinsic load (task complexity), extraneous load (unnecessary or poorly presented information), and germane load (processing that supports learning). Employees perform more effectively when organisations minimize unnecessary cognitive demands and present information in a clear and manageable manner.

Employees in insurance firms regularly handle insurance policies, claims documentation, underwriting reports, customer records, and regulatory requirements. Excessive information quantity and information complexity can overwhelm their cognitive capacity, reducing organisational commitment and job involvement. Accordingly, Cognitive Load Theory provides the principal explanation for how information overload influences employee dedication in this study.

Social Exchange Theory

Social Exchange Theory, developed by Peter M. Blau (1964), explains that employment relationships are based on reciprocal exchanges. Employees who perceive supportive working conditions tend to reciprocate with stronger commitment, greater job involvement, and improved performance, whereas unfavorable conditions often produce weaker attachment and lower motivation.

Within this study, information overload represents an unfavorable work condition. Employees exposed to excessive and complex information may perceive inadequate

organisational support, resulting in lower organisational commitment and job involvement. Conversely, effective information management can strengthen employee dedication.

Although both theories are relevant, Cognitive Load Theory serves as the primary theoretical foundation because it directly explains how excessive information quantity and complexity exceed employees' cognitive processing capacity, thereby influencing organisational commitment and job involvement. Its assumptions align closely with the study's conceptual framework and objectives.

Empirical Review

Arnold et al. (2023) conducted a systematic review of 87 studies on information overload in digital work environments using the PRISMA approach. The review found that excessive information quantity, multiple communication channels, and complex information increased employee stress, burnout, and reduced job satisfaction. It recommended improved information management and communication systems to minimize cognitive overload. Although relevant to the present study, it focused on occupational health interventions rather than employee dedication among insurance employees in Nigeria.

Zhu and Song (2022) examined the relationships among career growth, affective commitment, organisational support, and employee engagement using structural equation modelling. The study found that affective commitment mediated the relationship between career growth and employee engagement, while organisational support strengthened this relationship. However, it did not examine information overload as a determinant of employee dedication.

Ma (2022) investigated communication strategies, faculty engagement, and organisational commitment among university teachers and found that effective organisational communication enhanced employee engagement and commitment. While the study highlights the importance of information management, it focused on the education sector and did not examine information quantity or information complexity.

Salanova et al. (2022), using a two-wave longitudinal design, found that stronger affective organisational commitment reduced burnout and enhanced work engagement and employee well-being. However, the study did not investigate information overload as a predictor of employee dedication.

METHODOLOGY

This study adopted a correlational research design to examine the relationship between information overload and employee dedication among employees of selected insurance firms in Rivers State, Nigeria. The study population comprised 420 management and non-management employees drawn from 10 selected insurance firms operating in Rivers State, across departments including underwriting, claims, marketing, customer service, finance, administration, human resource management, information technology, and

internal audit. The 10 insurance firms were purposively selected because they have an established operational presence in Rivers State, are actively engaged in insurance service delivery, and provide access to employees across key functional departments relevant to the study. Their selection ensured adequate representation of the insurance industry and provided a diverse employee population for investigating the relationship between information overload and employee dedication. Using the Taro Yamane (1967) formula, a sample size of 205 respondents was determined, and a stratified random sampling technique was employed to ensure adequate representation across the departments. A total of 205 questionnaires were distributed (100.00%), 195 (95.12%) were retrieved, 10 (4.88%) were not returned, and 7 (3.41%) were invalid, leaving 188 (91.71%) questionnaires used for the final analysis.

Primary data were collected through a structured questionnaire, while secondary data were obtained from relevant scholarly sources. The questionnaire comprised two sections: Section A captured respondents' demographic characteristics, while Section B measured information quantity, information complexity, organisational commitment, and job involvement using a five-point Likert scale. The instrument's face and content validity were established through expert review, while reliability was confirmed using Cronbach's alpha, with all coefficients exceeding the acceptable threshold of 0.70. Data were collected through direct questionnaire administration with the assistance of trained research assistants.

Information overload was measured using information quantity and information complexity, whereas employee dedication was measured using organisational commitment and job involvement. Data were analyzed using descriptive statistics (frequency, percentage, mean, and standard deviation), while the hypotheses were tested using the Pearson Product Moment Correlation Coefficient (PPMCC) using SPSS at a 0.05 level of significance. Ethical standards, including informed consent, voluntary participation, confidentiality, and anonymity, were strictly observed throughout the study.

Sample Size

The sample size for the study was determined using the Taro Yamane (1967) formula for finite population:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size

N = Population size (420)

e = Level of significance (0.05)

Substituting the values into the formula:

$$n = \frac{420}{1 + 420(0.05)^2}$$

$$n = \frac{420}{1 + 420(0.0025)}$$

$$n = \frac{420}{1 + 1.05}$$

$$n = \frac{420}{2.05}$$

$$n = 204.878 \approx 205$$

Therefore, the sample size for the study is approximately 205 respondents.

Population of the Study

Table 1: Sample Size Allocation and Questionnaire Distribution among Selected Insurance Firms in Rivers State

S/N	Insurance Firms	Population	Sample Size	Questionnaire Distributed	Questionnaire Retrieved	Questionnaire Used
1	AIICO Insurance PLC Port Harcourt	65	32	32	30	29
2	Leadway Assurance Company Limited Port Harcourt Office	60	29	29	28	27
3	Allianz Nigeria Insurance Plc	55	27	27	26	25
4	Cornerstone Insurance Plc	55	27	27	26	25
5	NEM Insurance Plc Port Harcourt	50	24	24	23	22
6	Mutual Benefits Insurance Plc	50	24	24	23	22
7	NICON Insurance Limited	45	22	22	21	20
8	Saham Unitrust Insurance Nigeria Limited	40	20	20	18	18
	Total	420	205	205	195	188

Source: Researcher's Field Survey, 2026.

Table 2: Variables Measurement/Operationalization

S/N	Variables	Dimensions/Measures	Number of Items	Cronbach's Alpha
1	Information Overload	Information Quantity	5	0.836
		Information Complexity	5	0.851
2	Employee Dedication	Organisational Commitment	5	0.862
		Job Involvement	5	0.847

	Overall Reliability Coefficient		20	0.849
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Source: Researcher's Field Survey, 2026.

The reliability results indicate that all constructs demonstrate acceptable internal consistency. The Cronbach's alpha values for information quantity (0.836), information complexity (0.851), organisational commitment (0.862), and job involvement (0.847) exceeded the recommended threshold of 0.70. The overall reliability coefficient of 0.849 confirms that the research instrument is reliable and suitable for data collection and analysis.

Table 3: Response Rate of Questionnaire Distribution and Retrieval

Details	Frequency	Percentage
Number of Copies Distributed	205	100.00%
Number of Copies Retrieved	195	95.12%
Number of Copies Not Returned	10	4.88%
Number of Copies Invalid	7	3.41%
Number of Copies Used for Analysis	188	91.71%

Source: Researcher's Field Survey, 2026.

The table indicates that 205 questionnaires were distributed to employees across selected insurance firms in Rivers State. Out of the questionnaires distributed, 195 were retrieved, representing a retrieval rate of 95.12%, while 10 questionnaires (4.88%) were not returned. Among the retrieved questionnaires, 7 (3.41%) were found invalid due to incomplete responses. Consequently, 188 valid questionnaires, representing 91.71% of the total distributed questionnaires, were used for the final analysis. The high response rate indicates that the data obtained were adequate and suitable for statistical analysis and hypothesis testing.

DATA RESULTS

Table 4: Descriptive Statistics on Information Quantity

S/N	Information Quantity Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	Employees receive more information than they can effectively process during work activities	188	1.0	5.0	758.0	4.032	0.8241
2	The volume of emails, reports, and work-related messages received affects employees' concentration	188	1.0	5.0	749.0	3.984	0.8415
3	Employees often experience difficulty managing the amount of	188	1.0	5.0	742.0	3.947	0.8563

	information required for their jobs						
4	Excessive information from different sources increases employees' workload pressure	188	1.0	5.0	754.0	4.011	0.8327
5	The organisation provides more information than employees need to perform their tasks efficiently	188	1.0	5.0	736.0	3.915	0.8674
	Valid N (listwise)	188					

Source: SPSS (Version 27) Result, 2026.

Table 5: Descriptive Statistics on Information Complexity

S/N	Information Complexity Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	Employees find some organisational information difficult to understand and interpret	188	1.0	5.0	745.0	3.963	0.8452
2	Complex work information makes decision-making more difficult for employees	188	1.0	5.0	751.0	3.995	0.8236
3	Employees require additional time to process complex information provided by the organisation	188	1.0	5.0	757.0	4.027	0.8119
4	Frequent changes in policies and procedures increase information complexity	188	1.0	5.0	760.0	4.043	0.8067
5	Employees experience challenges understanding multiple sources of workplace information	188	1.0	5.0	748.0	3.979	0.8384
	Valid N (listwise)	188					

Source: SPSS (Version 27) Result, 2026.

Table 6: Descriptive Statistics on Organisational Commitment

S/N	Organisational Commitment Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	Employees find some organisational information difficult to understand and interpret	188	1.0	5.0	745.0	3.963	0.8452
2	Complex work information makes decision-making more difficult for employees	188	1.0	5.0	751.0	3.995	0.8236

3	Employees require additional time to process complex information provided by the organisation	188	1.0	5.0	757.0	4.027	0.8119
4	Frequent changes in policies and procedures increase information complexity	188	1.0	5.0	760.0	4.043	0.8067
5	Employees experience challenges understanding multiple sources of workplace information	188	1.0	5.0	748.0	3.979	0.8384
Valid N (listwise)		188					

Source: SPSS (Version 27) Result, 2026.

Table 7: Descriptive Statistics on Job Involvement

S/N	Job Involvement Items	N	Min.	Max.	Sum	Mean	Std. Dev.
1	Employees are highly engaged in performing their assigned responsibilities	188	1.0	5.0	765.0	4.069	0.7924
2	Employees consider their jobs important to their personal and professional goals	188	1.0	5.0	758.0	4.032	0.8125
3	Employees willingly dedicate effort toward achieving organisational objectives	188	1.0	5.0	770.0	4.096	0.7818
4	Employees are enthusiastic about their work activities	188	1.0	5.0	761.0	4.048	0.7986
5	Employees demonstrate strong participation in workplace activities	188	1.0	5.0	755.0	4.016	0.8203
Valid N (listwise)		188					

Source: SPSS (Version 27) Result, 2026.

The results presented in Tables 4-7 indicate that respondents generally agreed that information overload exists within selected insurance firms in Rivers State. The high mean scores for information quantity suggest that employees frequently encounter large volumes of work-related information, emails, reports, and communication demands that may affect their ability to process information effectively. Similarly, the results for information complexity reveal that employees experience challenges interpreting and managing complex workplace information. The findings further show high mean scores for organisational commitment and job involvement, indicating that employees generally demonstrate dedication toward their organisations despite information-related challenges. Respondents agreed that they remain committed, engaged, and willing to contribute to organisational objectives. Finally, the results suggest that information overload is a significant workplace condition among insurance employees, while

employee dedication remains relatively high. The findings provide the basis for further analysis to determine the relationship between information overload dimensions (information quantity and information complexity) and employee dedication measures (organisational commitment and job involvement).

Inferential Statistical Analysis

The Pearson Product Moment Correlation Coefficient (PPMC) was used to test the study's hypotheses because it measures the strength and direction of the relationship between continuous variables. The analysis examined the relationship between information overload (information quantity and information complexity) and employee dedication (organisational commitment and job involvement) among employees of selected insurance firms in Rivers State, Nigeria. All hypotheses were tested at a 0.05 level of significance using SPSS Version 27.

Table 8: Information Quantity and Organisational Commitment

Pearson Correlation		Information Quantity	Organisational Commitment
Information Quantity	Correlation Coefficient	1.000	0.714**
	Sig. (2-tailed)	.	0.000
	N	188	188
Organisational Commitment	Correlation Coefficient	0.714**	1.000
	Sig. (2-tailed)	0.000	.
	N	188	188
Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS (Version 27) Result, 2026.

Table 9: Information Quantity and Job Involvement

Pearson Correlation		Information Quantity	Job Involvement
Information Quantity	Correlation Coefficient	1.000	0.692**
	Sig. (2-tailed)	.	0.000
	N	188	188
Job Involvement	Correlation Coefficient	0.692**	1.000
	Sig. (2-tailed)	0.000	.
	N	188	188
Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS (Version 27) Result, 2026.

Table 10: Information Complexity and Organisational Commitment

Pearson Correlation		Information Complexity	Organisational Commitment
Information Complexity	Correlation Coefficient	1.000	0.741**
	Sig. (2-tailed)	.	0.000
	N	188	188
Organisational Commitment	Correlation Coefficient	0.741**	1.000
	Sig. (2-tailed)	0.000	.
	N	188	188
Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS (Version 27) Result, 2026.

Table 11: Information Complexity and Job Involvement

Pearson Correlation		Information Complexity	Job Involvement
Information Complexity	Correlation Coefficient	1.000	0.726**
	Sig. (2-tailed)	.	0.000
	N	188	188
Job Involvement	Correlation Coefficient	0.726**	1.000
	Sig. (2-tailed)	0.000	.
	N	188	188
Correlation is significant at the 0.01 level (2-tailed).			

Source: SPSS (Version 27) Result, 2026.

The results presented in Tables 8 to 11 reveal a strong positive and statistically significant relationship between information overload and employee dedication among employees of selected insurance firms in Rivers State, Nigeria.

Table 8 indicates that information quantity has a strong positive relationship with organisational commitment ($r = 0.714$, $p < 0.01$). This implies that employees' experiences with large volumes of workplace information are significantly associated with their level of commitment to the organisation.

Table 9 shows that information quantity has a positive and significant relationship with job involvement ($r = 0.692$, $p < 0.01$). This suggests that the amount of information employees receive is related to their level of engagement and involvement in their work activities.

Table 10 reveals that information complexity has a strong positive relationship with organisational commitment ($r = 0.741$, $p < 0.01$). This indicates that employees' ability

to manage complex workplace information is significantly related to their commitment and attachment to their organisations.

Table 11 demonstrates that information complexity has a strong positive relationship with job involvement ($r = 0.726$, $p < 0.01$). This implies that the nature and complexity of information encountered by employees significantly relate to their level of participation and dedication toward their assigned responsibilities.

Lastly, the findings indicate that information overload dimensions, namely information quantity and information complexity, have significant relationships with employee dedication measures, including organisational commitment and job involvement, among employees of insurance firms in Rivers State, Nigeria. The results suggest that effective information management practices are essential for sustaining employee dedication and improving workplace effectiveness.

Table 12: Summary of Findings

Hypothesis	Pearson Correlation Variables	r	p-value	Decision (H₀)	Interpretation
H₀₁	Information Quantity & Organisational Commitment	0.714	0.000	Rejected	Strong positive and statistically significant relationship; information quantity is significantly associated with organisational commitment among employees of insurance firms in Rivers State, Nigeria.
H₀₂	Information Quantity & Job Involvement	0.692	0.000	Rejected	Strong positive and statistically significant relationship; information quantity is significantly associated with employees' job involvement.
H₀₃	Information Complexity & Organisational Commitment	0.741	0.000	Rejected	Strong positive and statistically significant relationship; information complexity is significantly associated with organisational commitment.
H₀₄	Information Complexity &	0.726	0.000	Rejected	Strong positive and statistically significant

	Job Involvement				relationship; information complexity is significantly associated with employees' job involvement.
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Source: Researcher's Field Survey and SPSS Output (Version 27, 2026).

Discussion of Findings

The findings indicate that information overload has significant relationships with employee dedication among employees of selected insurance firms in Rivers State, Nigeria. Specifically, both information quantity and information complexity showed significant relationships with organisational commitment and job involvement, supporting previous studies that emphasize the influence of information management on employees' attitudes, engagement, and commitment (Eppler & Mengis, 2021; Farhoomand et al., 2022).

Information quantity had significant relationships with organisational commitment ($r = 0.714$) and job involvement ($r = 0.692$), indicating that the volume of information employees receive influences their commitment and involvement in organisational activities. This finding aligns with studies showing that excessive information can affect employees' attention, decision-making, and work engagement, highlighting the importance of effective information management (Eppler & Mengis, 2021; Bawden & Robinson, 2021).

Similarly, information complexity exhibited significant relationships with organisational commitment ($r = 0.741$) and job involvement ($r = 0.726$), suggesting that the complexity of workplace information affects employees' psychological attachment and involvement in their work. This supports recent evidence that complex information environments influence employees' cognitive workload, motivation, and organisational behaviour (Paul & Nazareth, 2022).

Finally, the findings underscore the importance of effectively managing both the quantity and complexity of organisational information to enhance employee dedication. They also support Information Processing Theory, which posits that employees perform more effectively when information is presented in manageable quantities and understandable forms, thereby strengthening organisational commitment and job involvement.

CONCLUSION

The study concludes that information overload has significant relationships with employee dedication among employees of selected insurance firms in Rivers State, Nigeria. Both information quantity and information complexity were found to be significantly related to organisational commitment and job involvement. The study further concludes that organisations that effectively manage the volume and complexity of workplace information are more likely to maintain a committed and highly involved workforce. Consequently, effective information management constitutes an important

strategy for improving employee dedication and organisational performance within the insurance industry.

RECOMMENDATIONS

Based on the findings of the study, the following recommendations are made:

1. Insurance firms in Rivers State should establish effective information management systems that regulate the quantity of information employees receive to minimize information overload and improve organisational commitment.
2. Management should simplify complex work-related information through clear communication, standardized reporting formats, and regular employee training to enhance employees' understanding and job involvement.
3. Human resource departments should develop policies that promote efficient information flow, prioritize essential communications, and reduce unnecessary information that may distract employees from their core responsibilities.
4. Insurance firms should periodically assess employees' information-processing challenges and provide appropriate technological and managerial support to ensure that workplace information enhances rather than hinders employee dedication.

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