# ROLE OF PHYSICAL ELEMENTS AND HUMAN INTERACTION IN MARKETING SERVICES: A CASE STUDY OF THE HOSPITALITY SECTOR IN JORDAN

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**Abstract:** Physical aspects constitute an essential component of the hotel product. This study was performed to determine the significance of physical aspects (interior and exterior design, location, services) and human interaction in hotel marketing. The study took a novel approach by focusing on staff' perceptions of key aspects of hotel marketing, whereas earlier research had focused on tourists' perceptions and satisfaction. Therefore, the study aimed to measure the impact of physical elements and human interaction on marketing services from the perspective of employees in classified hotels in Jordan. The study followed a descriptive and analytical approach to achieve its objectives. A questionnaire was designed and distributed to a random sample of employees in five-star hotels in Jordan. The study adopted a set of hypotheses to measure the dimensions of physical aspects and added demographic factors as a mediating factor to study the differences. The study results showed a positive impact of physical elements: interior and exterior design, location, and services, on hotel marketing in Jordan. Human interaction also showed a positive impact on hotel marketing. The study distinguished itself by examining hotels in Jordan and providing stakeholders with clarifications regarding the relationship between physical aspects and human interaction, and the need to increase and improve interest in these aspects. According to the findings of the descriptive study, the variable "Interior and Exterior Design" is the most important variable in hotel marketing in Jordan from the perspective of hotel employees, followed by "Human Interaction", "Location", and finally "Services". This necessitates that hotel management pay close attention to the hotel's outside and interior design, hotel rooms, lighting, colors, spaces, and luxury furnishings. In addition to the great interest in human interaction, which means a direct focus on the employee, training and qualifying her/him, and that the employee acquires a "Moment of Truth," or that she/he is skilled in optimally exploiting the "Service encounter," which is the moment in which the employee communicates with the customer or the so-called direct points of sale. According to the current research, staff understand the importance of human interaction in hotel marketing, including a smile, a clean and attractive appearance, communication etiquette, and body language. Future research could investigate the utilization of physical features and human interaction in areas other than Jordan.

**Keywords:** hospitality, marketing, physical elements, human interaction, services, location, interior and exterior design, Jordan

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## INTRODUCTION

Consumer evaluations of services are constantly changing, and this requires the service sector to provide continuous studies to track these changes and continuously understand, maintain, and fulfill customers' desires (Zygiaris et al., 2022; Khamet et al., 2025). In this context, a critical area of focus is the physical element, as it represents one of the most tangible and observable aspects to customers. This is particularly significant given that the hospitality industry is predominantly characterized by its intangible nature. Therefore, understanding and enhancing the physical elements within the service sector can bridge the gap between the tangible and intangible, ultimately improving customer satisfaction and perception. The tourism industry is considered one of the industries that is highly sensitive to crises and is greatly affected by the evaluation of the level of service by the customers, which is reflected in their satisfaction and behavior (Shatnawi et al., 2023a). It is one of the most comprehensive service industries in the world and enjoys great operational capacity and high financial returns, which contributes to controlling the payment budgets of many countries and generates high revenues in hard currency (Alananzeh et al., 2023). Physical aspects positively influence customer confidence and enhance their loyalty to the service organization (Mishal & Othman, 2015).

The physical aspects of the service are defined as everything related to the space or location where the service is provided and all the tangible, visible, and material things present in the hotel facility that attract the attention of the

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tourist or hotel guests (Mouelhi & Behi, 2017). Many things add another character to the physical element of the service, such as offering a gift to the guests, which increases the positive aspects of the physical aspect of the service and increases the guest experience. As well as the design of waiting areas, colors, decorations, employee clothing, cleanliness of the place, etc. (Alamgir, 2011; Jawabreh et al., 2022).

Many studies touched on hotel marketing (Murniati & Bawono, 2020; Jiang, 2023), other studies touched on hotel guest satisfaction (Karakas Morvay, 2014; Ugwuanyi et al., 2021) while other studies touched on hotel marketing mix (Siakalli et al., 2017; Indiani et al., 2020) and quality of hotel service (Batinic, 2016; Tileaga & Oprişan, 2018; Gursoy et al., 2022). However, few studies have addressed the importance of the physical elements in hotel marketing, especially from the point of view of hotel workers. They are very scarce at the academic level and very rare in the studies presented in Jordan. For this reason, this study demonstrates the importance of physical elements in hotel marketing, taking into account the opinions and evaluation of the employees responsible for providing this service.

This study aims to identify how hotel employees evaluate the marketing role of the physical element and human interaction in the hospitality sector on customer satisfaction in Jordan and to know the impact of the location, services, and human interaction on hotel marketing from the employees' point of view. The importance of this study comes from two aspects: The first aspect is to shed light on the physical evidence on hotel marketing in Jordan and it attempts to provide practical contributions to stakeholders and literary contributions to researchers and those interested.

Regarding the second aspect, this study targets employees and finds out their opinions on this important topic, while previous studies focused on customers' opinions and satisfaction.

## LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT
### 1. Marketing services

Marketing is a set of activities offered by organizations that have value to others. In service organizations, marketing's function is to create value for a company's target customers, identify their needs, satisfy them, and retain them. Marketing is both an art and a science at the same time (Brown, 2001). It is one of the most important administrative functions for any hotel in establishing relationships with external customers and competitors and one of the basics of its activity and continuity (Zhao et al., 2025). An effective marketing effort enables the organization to identify the needs and desires of consumers, increases sales volume, and thus achieves profits (AL-Hashem et al., 2022; Šostar & Ristanović, 2023). Marketing is a daily means of communication, and it is the key to consumer satisfaction and the success and reputation of the service facility in achieving financial returns (Cao & Weerawardena, 2023). Communication can be through several means, including direct, through marketing-related departments, or indirect, through consumer interaction and evaluating the elements of the marketing mix based on seven pillars: product, price, distribution, promotion, process, and personnel (Michman et al., 2008).

The method of providing service, interspersed with art and science, where the art and science are in providing the service by following international standards and ethics that the employee must follow when providing the service to the customer (Alananzeh et al., 2022; Wąsowicz-Zaborek, 2025). Its importance lies in simplifying the processes of dealing with the customer and making them more streamlined and flexible. Since the service sector depends on labor to a very large extent, there is a "Service Encounter" where the service provider meets his recipient, and here this moment is called the "Moment of Truth." Service companies, especially hotels, focus very heavily on educating and training employees to take advantage of this moment, which is greatly reflected in the customer's evaluation of the service and his level of satisfaction with it (Söderlund & Julander, 2009; Wu et al., 2024). As is known, the employees are the first line in the hotel's sales and marketing process. They represent the hotel from the customers' point of view and work to provide them with a positive experience of the service provided (Han et al., 2025). Therefore, jobs in the hospitality and tourism sector depend on emotional interactions and aesthetic work requirements. The concept of aesthetic work includes interactive communication, dealing with kind words, and sincere courtesy, away from affectation. As a result, hotels care about the aesthetic aspect of their physical element as well as the human element, and employees' commitment to good appearance directly affects the guest experience (Nickson et al., 2005; Knežević et al., 2015).

### 2. The physical material

The physical material is considered the basic element and the seventh pillar in the service marketing mix. All brands have physical evidence, whether it is a service or an electronic commodity. These are the tangible and visible physical factors that constitute the good or service provided to the customer. In other words, it is the space where customers and service staff interact. It includes the external and internal environment of the hotel, appearance, treatment of staff, the form of tangible service provided, the external environment of the hotel, the location and its surroundings, product packaging, display, delivery, and the physical appearance of the hotel; the hotel and its designs, the quality of the customer experience, the facilities provided by the hotel such as furniture, equipment, the surrounding environment, the Internet, certificates, etc.

It is important in building customer expectations and influencing their perceptions before and after purchase because it reflects the nature and level of service quality. The physical dimension is to make the intangible service tangible in the minds of customers and help them evaluate it (Steiner & Harmon, 2009). It represents the hotel's input into service design and contributes to shaping the actual and future image of the hotel. Therefore, it is important to manage it effectively to ensure that the image formed in the minds of customers about the hotel matches the image that the institution wants to build in the minds of customers so that the service institution can rely on this material evidence to distinguish itself from its competitors in the market. The intangibility of services leads to facing many major difficulties and challenges (Bebko, 2000). However, physical materials are of great importance in influencing the buyer to purchase.

Many scholars are interested in studying the physical aspect of hotel services, as some of them studied the impact of the physical aspect of hotels on customer attitudes, including the study of Tawahir & Bin Jarwa (2017) which aimed to measure the material aspect of hotels; the influence of physical factors (general atmosphere, interior and exterior design of the hotel, and interior design of the room) on customer attitudes. The results of the study indicated the existence of an impact between physical factors and customer attitudes, except for the general atmosphere. Another study on the impact of physical aspects in restaurants identified three dimensions (food, service, and physical environment) and measured their impact on the experience of new and repeat customers. The results revealed a high relationship (Ryu & Han, 2011).

Mahfouz & Abdel Salam (2013) conducted a study to find out the role of the interior design of tourist hotel rooms and its importance for the city of Damascus. It was found that the higher the quality of service provided to tourists, the more this helped to increase tourism popularity, and vice versa. As for the role of hotel lobby interior design in achieving satisfaction and attracting users in Sudan, the study (Al-Tohamy & Hassan, 2017) showed that innovation and diversity in the design of lobby spaces enhance the idea of the hotel in customers' memories. It makes it an unforgettable experience. Rather, it creates in them the desire to repeat the experience. It is not necessary to use a complex design for the hallway to be attractive. It is possible to adopt a single idea or philosophy and translate it through an architectural school into the components of the lobby. The study of Mishal & Othman (2015) reveals physical materials ranked first in influence services on guest satisfaction, and physical materials ranked first in influence. The study (Xu, 2019) also examined and compared the importance of basic attributes with customer satisfaction and dissatisfaction with the hotel chain. The results showed have different effects on customer satisfaction. The reason for the difference was mainly based on the hotel's classification on the one hand and the affiliation (independent, chain) on the other, to four main dimensions: employees, physical setting, value, and location.

A study conducted on five-star hotels in Amman, Al-Damour & Ayesh (2005) pointed the elements of the service marketing mix combined (service quality, price, distribution, promotion, physical environment, employees, service delivery process) and the perceived image are Related. This was reflected in customer satisfaction with the service provided to them. Jahmani (2023) indicated that not all elements of the marketing mix in hotels affect guest satisfaction, but they are of great importance. The study was conducted on five-star hotels in Dubai (Jahmani et al., 2023). Li (2021) linked physical factors in hotels, defined as "servicescape" to customer interaction. The study demonstrated a relationship between health and safety and functional value as a mediating factor. The study recommended increased attention to design elements and presentation mechanisms to increase value perception and improve customer experience (Li, 2021). In another study of physical factors in hotels, the results showed a relationship between them and customer loyalty (Lee, 2022). Ben Haobin (2021) referred that design elements and service quality have a negative impact on guest length of stay and brand recognition. The studies were conducted on 3-5 star hotels in China (Ben Haobin et al., 2021).

In the context of material influences, and in a more specialized study, Kuo & Zhang (2023) examined the impact of hotel room color on guest responses, behavior, and booking intentions. The study concluded that there is a positive relationship between the color scheme and the aforementioned dependent factors and their impact on customer behavior (Kuo & Zhang, 2023). Liu & Wang (2023) discussed material elements and digital interaction and their importance in contributing to the design of a more interactive and welcoming physical environment (Liu & Wang, 2023).

After reviewing and examining studies that addressed material aspects in hotels, previous studies can be classified into three main categories based on the sales stage. The first discussed material elements and their impact before the booking process, demonstrating their ability to influence the choice decision, customer image, and expectations. The second section examined the duration of the stay, interaction with staff, and their responses. The third section examined after the guest's departure, discussing customer satisfaction, loyalty, and repeat visits. In conclusion, when reviewing the literature and what was discussed, previous studies generally lacked an examination of demographic factors as a factor influencing the physical elements, despite their connection between human interaction and the hotel facility, and this aspect was what was focused on in the aspects of the study. Consequently, Figure 1 shows the conceptual framework of the study.
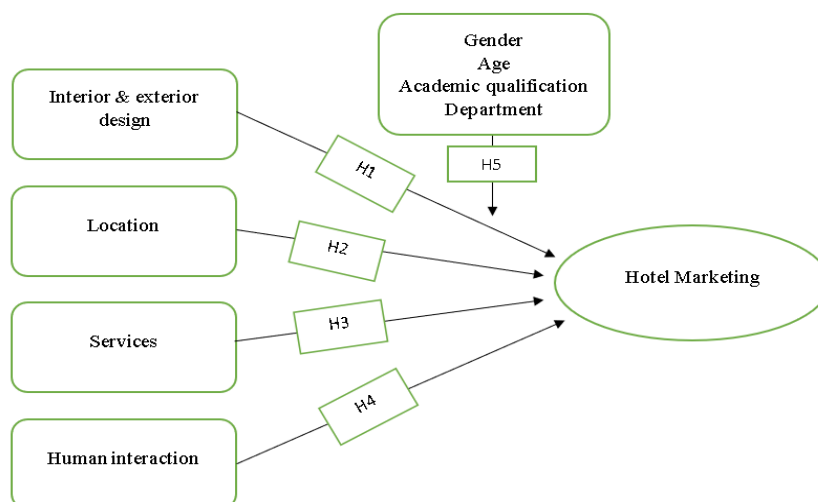


Figure 1. The conceptual framework of the study (Source: Prepared by the researchers)

## METHODOLOGY

To study the relationship between the research variables, the quantitative approach was relied upon by designing a study tool that measures the relationships between the variables as explained in the study framework. The study population was identified, sampling techniques were discussed, the mechanism for forming and adapting the study tool was adopted, distribution methods were discussed and highlighted, and data collection and analysis techniques were explained. The questionnaire was prepared for this purpose and distributed to the study sample.

### 1. Study Sample and Data Collection

This study aims to determine the impact of the marketing role of the physical element in the hospitality sector from the perspective of hotel workers in Amman, Jordan. The questionnaire was formulated based on previous studies related to the fields of study (Söderlund & Julander, 2009; Ryu & Han, 2011; Tawahir & Bin Jarwa, 2017; Shatnawi et al., 2023b).

The study population consisted of all five-star hotels in the city of Amman. The number of five-star hotels in Amman reached 21, and the number of employees in them reached 5,670 employees (Jordanian Ministry of Tourism and Antiquities, 2023). These hotels in the capital, Amman, were chosen as a sample for the study due to their proximity to the researchers' residence. A simple randomization technique was used. The researchers distributed the questionnaire personally to all employees working in Amman hotels who were present during the questionnaire distribution. Hair et al. (2018) noted that 50 to 100 samples are needed in simple regression analysis studies. Accordingly, the number of participants was (155) male and female employees, and they were taken from the following departments (front offices, hotel management, food and beverage department, accounting, marketing and sales, and human resources).

## RESULTS
### 1. Profile of the respondents

The study sample consisted of 155 employees of five-and four-star hotels, selected randomly, and Figures 1-4 show the distribution of the sample members according to personal and functional variables.
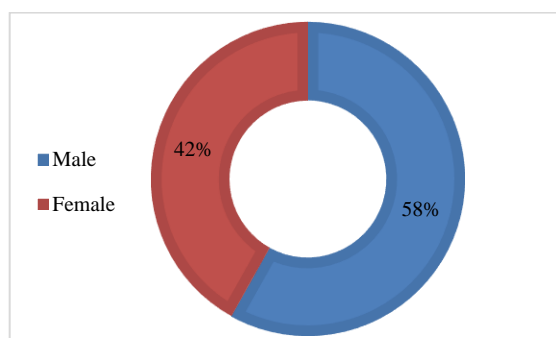


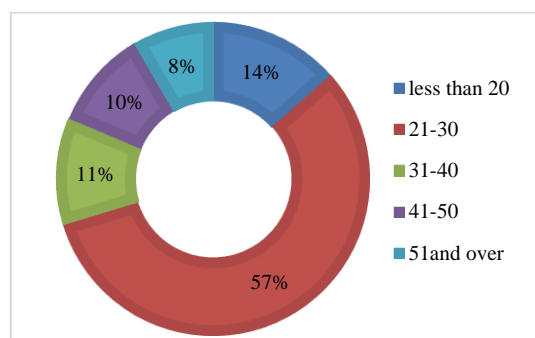Figure 1. Demographic of the respondent (Gender)



Figure 2. Demographic of the respondent (Age)

Figure (4) shows the distribution of participants by gender; males accounted for the highest percentage at 58.1%, while females accounted for the lowest percentage at 41.9%. As for the age variant, the highest percentage was in the category of respondents aged 21-30 years, amounting to 56.8%. The lowest percentage was in the category of respondents aged 51 years and over, constituting 8.4% with regard to qualification, the highest percentage was for holders of a bachelor's degree at 80.0%, while individuals with secondary education or less formed the lowest percentage at 11.0%. And, finally, among the departments represented, human resources got the highest percentage with 24.5%, while marketing and sales departments got the lowest representation with 9.0%.



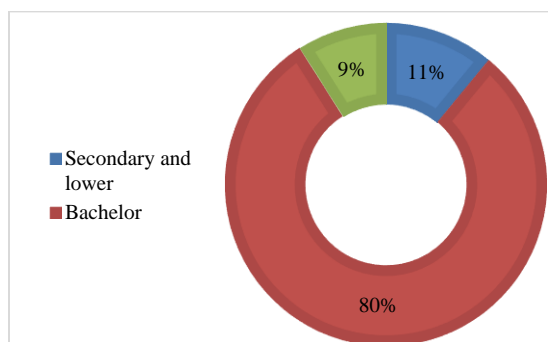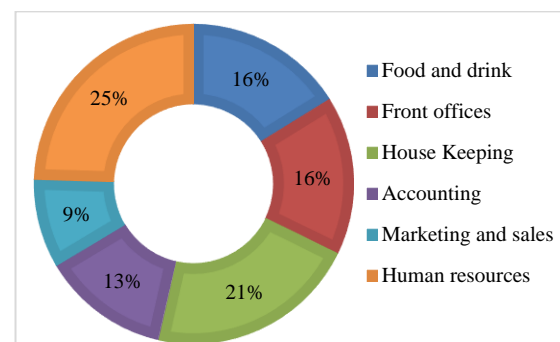Figure 3. Demographic of the respondent (Academic qualification)



Figure 4. Demographic of the respondent (Department)

### 2. Validity and reliability of the tool

Face Validity: A study tool was built and in order to verify its apparent validity, all required modifications were made in accordance with the opinion of the arbitrators to whom the questionnaire was sent. The agreement rate was approved (80%)

between the arbitrators (Robles-Medrada et al., 2018). It shows the study tool in its final form, which was based on (31) items to measure the study variables. Consistency aims to stabilize results: The result of Cronbach's alpha is at a value of 60%, which is a high value, and this indicates the extent of the stability of the study tool (internal consistency coefficient), and Table 1 shows this. It is clear from Table (1) that Cronbach's alpha coefficients are acceptable for the study, as the acceptable percentage for generalizing the results of these studies is 60% or more (Sekaran & Bougie, 2016). As assumed (Vaske et al., 2017), the minimum reliability coefficient is (0.70), and therefore the test values are considered an indicator of the stability of the study tool, the stability of its items, and the possibility of relying on it in conducting statistical analysis. Instrument correction: The questionnaire in its final form consisted of (31) items. Three levels: low (1-2.33), medium (2.34-3.67), high (3.68-5) were specified to explain the arithmetic mean of the study variables and items.

Table 1. Cronbach alpha results

| Domain | Domain Cronbach's alpha coefficient | Number of items |
|---|---|---|
| Interior and exterior design | 0.931 | 7 |
| Location | 0.871 | 5 |
| Services | 0.921 | 6 |
| Human interaction | 0.917 | 5 |
| Marketing | **0.936** | 8 |

### 3. Descriptive analysis

This chapter includes the results of the study that aimed to identify the importance of the physical elements and human interaction on marketing the hospitality sector from the point of view of employees in classified hotels in Jordan. The following tables (2,3,4,5,6, 7) present the means and standard deviation of the study variables and their items. Results in Table 3 show that the variable "Interior and Exterior Design" comes as the most important variable in marketing the hotels from the point of view of hotel employees, followed by "Human Interaction" then "Location", and finally "Services".

Table 2. Descriptive statistics of the study domains

| | Variables | M | SD | Score | Item No. |
|---|---|---|---|---|---|
| **Dependent Variables** | Interior and exterior design | 4.52 | 0.65 | High | **1** |
| | Location | 4.42 | 0.69 | High | **3** |
| | Services | 4.34 | 0.77 | High | **4** |
| | Human Interaction | 4.43 | 0.73 | High | **2** |
| Independent Variable | **Marketing** | **4.30** | **0.75** | **High** | |

### 4. Interior and exterior design

It appears from Table (3) that the arithmetic averages for the paragraphs "Interior and Exterior design" ranged between (4.43-4.63), and the highest was for paragraph No. (1), which states that "The exterior design of the hotel contributed to increasing the hotel's marketing" had an arithmetic mean of (4.63) and a high degree, and came in last place in paragraph No. (6) and paragraph (7) which states: "Restaurant menu designing contributes to increasing the hotel's marketing" and "Deluxe room furniture has an impact in increasing hotel marketing" with an arithmetic average of (4.43) and a high degree, and the overall arithmetic average for the domain "interior and exterior design" reached (4.52) and a high degree.

Table 3. Arithmetic means and standard deviations for the "Interior and Exterior Design" items

| Rank | Item | SD | M | Score | Item No. |
|---|---|---|---|---|---|
| a1 | The hotel's exterior design contributed to increasing the hotel's marketing | 4.63 | 0.73 | High | **1** |
| a4 | Hotel interior design helps increase the marketing of the hotel | 4.61 | 0.72 | High | **2** |
| a3 | The hotel's interior lighting increases the comfort level of customers and works positively on the hotel's marketing | 4.53 | 0.81 | High | **3** |
| a2 | Color coordination attracts customers' attention and works positively on the hotel's marketing | 4.52 | 0.78 | High | **4** |
| a5 | The spaciousness of the rooms helps increase the hotel's marketing | 4.52 | 0.73 | High | **4** |
| a7 | Restaurant menu designing contributes to increasing the hotel's marketing | 4.43 | 0.82 | High | **6** |
| a6 | Deluxe room furniture has a positive effect on increasing the marketing of the hotel | 4.43 | 0.83 | High | **6** |
| Total | **"Interior and exterior design"** | **4.52** | **0.65** | **High** | |

Table 4. Location domain

| Rank | Item | SD | M | Score | Item No. |
|---|---|---|---|---|---|
| b1 | The availability of tranquility and comfort in the hotel increases the level of marketing | 0.77 | 4.56 | High | **1** |
| b5 | Hotel location is an important factor when choosing a hotel | 0.80 | 4.56 | High | **1** |
| b3 | Effective marketing of a hotel's location affects accommodation costs | 0.85 | 4.38 | High | **3** |
| b2 | The location of the hotel affects the quality of the tourist accommodation experience or his decision to book | 0.92 | 4.35 | High | **4** |
| b4 | The safety of the location is an important factor when choosing a hotel | 0.89 | 4.26 | High | **5** |
| Total | **"Location"** | **0.69** | **4.42** | **High** | |

It appears from Table (4) that the arithmetic averages for the "**Location**" paragraphs ranged between (4.26-4.56), and the highest was for paragraph No. (1), which states that "The availability of tranquility and comfort in the hotel increases the level of increased marketing" with an arithmetic average (4.56) with a high degree, and the last position is paragraph No. (4) which states: "The safety of the location is an important factor when choosing a hotel." The arithmetic mean is (4.26) with a high degree. As for the arithmetic mean for the "**location**" field as a whole, it is (4.42) which is to a high degree.

Table (5) shows that the arithmetic mean for the "**Services**" items rises between (4.25-4.43), in addition to item No. (4), which includes "The quality of heating and cooling equipment positively affects hotel's marketing" with an arithmetic mean of (4.43) and a high degree, as it was ranked in the final section No. (6), which helped "The quality and style of service provided in the hotel help increase the marketing of the hotel" with an arithmetical average of (4.25) and a high degree, and my average in the field of "**Services**" provided was (4.34) and a high degree.

Table (6) shows that the arithmetic mean for the "**Human Interaction**" paragraphs ranged between (4.26-4.57), and the highest mean was for paragraph No. (5), which states that "Employee cleanliness increases the comfort level of customers and works positively on the hotel's marketing", with an arithmetic average of (4.57) and a high degree, and it came in last place in paragraph No. (1), which states: "The employees' body language has a positive effect that increases the comfort level of customers and works positively on the marketing of the hotel" with a mean score of (4.26) and a high degree. The arithmetic mean for the field of "**Human Interaction**" as a whole was (4.43), with a high degree.

Table 5. Services domain

| Rank | Item | SD | M | Score | Item No |
|------|------|----|----|-------|---------|
| c4 | The quality of heating and cooling equipment positively affects hotel's marketing | 0.94 | 4.43 | High | **1** |
| c5 | The quality of linens, appliances, equipment, and tools used in the hotel increases the comfort level of customers and works positively on the marketing of the hotel | 0.92 | 4.37 | High | **1** |
| c2 | The availability of fire extinguishers and ambulance bags in the hotel increases the customer's comfort level and works to market the hotel positively. | 0.84 | 4.35 | High | **3** |
| c3 | The availability of sufficient and clear signs increases the comfort level of customers and works positively on the marketing of the hotel | 0.91 | 4.34 | High | **4** |
| c1 | The quality of equipment available in banquet and conference halls helps increase the hotel's marketing | 0.92 | 4.31 | High | **5** |
| c6 | The quality and style of service provided in the hotel help increase the marketing of the hotel | 0.91 | 4.25 | High | **6** |
| Total | **Services** | **0.77** | **4.34** | | |

Table 6. Human interaction domain

| Rank | Item | SD | M | Score | Item No |
|------|------|----|----|-------|---------|
| d5 | Employee cleanliness increases the comfort level of customers and works positively on the hotel's marketing | 0.78 | 4.57 | High | 1 |
| d4 | The employee's smile and good speech positively affect the hotel's marketing | 0.81 | 4.50 | High | 2 |
| d3 | The employee's appearance reflects the first impression of the hotel and works positively on the hotel's marketing | 0.85 | 4.43 | High | 3 |
| d2 | The use of employee ID cards increases customer convenience and works positively on the hotel's marketing | 0.81 | 4.40 | High | 4 |
| d1 | The employees' body language has a positive effect that increases the comfort level of customers and works positively on the marketing of the hotel | 0.97 | 4.26 | High | **5** |
| Total | **Human interaction** | **0.73** | **4.43** | | |

Table 7. Marketing domain

| Rank | Item | SD | M | Score | Item No |
|------|------|----|----|-------|---------|
| e1 | The Public Relations Department employs social media networks such as (Facebook and Twitter) to advertise the hotel | 0.84 | 4.38 | High | **1** |
| e8 | The hotel administration aims to highlight the internal and external aesthetic appearance of the hotel | 0.92 | 4.35 | High | **2** |
| e2 | The hotel administration markets the hotel by facilitating reservation and arrival processes and making discounts for customers | 0.84 | 4.35 | High | **3** |
| e3 | The hotel administration is intensifying its follow-up of guest opinions on the website to develop its services | 0.91 | 4.34 | High | **4** |
| e4 | The hotel's Public Relations department posts many of its videos on video-sharing sites such as (YouTube and Dailymotion) to attract customers | 0.89 | 4.30 | High | **5** |
| e7 | The hotel adheres to international quality standards in cuisine | 0.96 | 4.29 | High | **6** |
| e5 | Public relations managers continue to use technology in producing hotel-related advertising | 0.91 | 4.22 | High | **7** |
| e6 | Hotel administration explains to customers the hotel's classification among nearby and competing hotels | 0.96 | 4.20 | High | **8** |
| Total | **Marketing** | **0.75** | **4.30** | **High** | |

It appears from Table (7) that the arithmetic averages for the "**Marketing**" paragraphs ranged between (4.20-4.38), and the highest was for Paragraph No. (1), which states: "The Public Relations Department employs social media networks such as (Facebook and Twitter) to advertise the hotel." With an arithmetic mean of (4.38) and a high degree,

and in last place came paragraph No. (6), which states, "Hotel administration explains to customers the hotel's classification among nearby and competing hotels" with an arithmetic mean of (4.20) and a high degree, the arithmetic mean for the field of "**Marketing**" was as a whole (4.30) and to a high degree.

### 5. Hypothesis testing

**H1:** There is statistically significant effect at the significance level (0.05) of interior and exterior design on marketing.

To test this hypothesis, simple linear regression analysis was used to reveal the effect of internal and external design on marketing. In the table below are the results of the analysis. Table 8 shows the results of a simple linear regression analysis that evaluates the effect of interior and exterior design on the marketing variable. The independent variable, interior and exterior design, shows a significant impact on marketing and is indicated by a t value of 19.779, along with statistical significance (0.000). Less than (0.05) indicates statistical significance. The unstandardized factor B of 0.976 indicates a strong positive relationship, meaning that for every unit increase in interior and exterior design, there is a significant expected increase of 0.976 units in marketing. The value of the correlation coefficient (r) was (0.848), and the value of (r2) was (0.719) which represents the percentage of influence or explanation of the independent variable on the dependent variable.

Table 8. H1 results (Dependent variable: marketing)

| Model | t | sig | B | R | R Square | F | Sig. | Result |
|---|---|---|---|---|---|---|---|---|
| 1 | 19.779 | 0.000 | 0.976 | 0.976 | 0.719 | 391.207 | 0.000 | Accepted |

**H2:** There is statistically significant effect at the significance level (0.05) of the website on marketing.

To test this hypothesis, simple linear regression analysis was used to reveal the effect of (location) on marketing. In the table below are the results of the analysis. Table 9 shows the results of a simple linear regression study that examines the effect of location on the marketing variable. The independent variable location (which refers to location) shows a significant impact on marketing, as evidenced by the high t value of 20.786 and statistical significance (0.000). Less than (0.05) indicates strong statistical significance. An unstandardized factor B of 0.937 indicates a strong positive relationship, meaning that for every unit change in location, there is an expected increase of 0.937 units in marketing. The correlation coefficient (R) was (0.859) and the R2 value was (0.738), which represents the percentage of influence or explanation of all independent variables on the dependent variable.

Table 9. H2 results (Dependent variable: marketing)

| Model | t | sig | B | R | R Square | F | Sig. | Result |
|---|---|---|---|---|---|---|---|---|
| 2 | 20.786 | 0.000 | 0.937 | 0.859 | 0.738 | 432.052 | 0.000 | Accepted |

**H3:** There is no statistically significant effect at the significance level of 0.05 for services on marketing.

To test this hypothesis, simple linear regression analysis was used to reveal the effect of (services) on marketing. In the table below are the results of the analysis. It appears from Table 10 that the results extracted from the simple linear regression analysis reveal the effect of services on the marketing variable. The independent variable, services, shows a significant impact on marketing, which is evident from the significantly high t value of 20.977 and the statistical significance (0.000). Less than (0.05) confirms strong statistical significance. An unstandardized factor B of 0.843 indicates a strong positive relationship, indicating that a unit change in services corresponds to an expected 0.843 unit increase in marketing. The value of the correlation coefficient (R) was (0.861), and the value of (R2) was (0.742), which represents the percentage of influence or interpretation of the independent variables on the dependent variable.

Table 10. H3 results (Dependent variable: marketing)

| Model | t | sig | B | R | R Square | F | Sig. | Result |
|---|---|---|---|---|---|---|---|---|
| 3 | 20.977 | 0.000 | 0.843 | 0.861 | 0.742 | 440.028 | 0.000 | Accepted |

**H4:** There is no statistically significant effect at the significance level (0.05) of human interaction on marketing.

To test this hypothesis, simple linear regression analysis was used to reveal the effect of human interaction on marketing. In the table below are the results of the analysis. Table 11 shows the results of a simple linear regression study that examines the effect of human interaction on the marketing variable. The independent variable, human interaction, shows a significant impact on marketing, supported by a significantly high t value of 22.314 and statistical significance (0.000). Less than (0.05) indicates strong statistical significance. The unstandardized factor B of 0.897 highlights a strong positive relationship, indicating that changes in human interaction correspond to an expected increase of 0.897 units in marketing. The correlation coefficient (R) value was (0.875), and the R2 value (0.765) represents the percentage of influence or explanation of the independent variables on the dependent variable.

Table 11. H4 results (Dependent variable: marketing)

| Model | t | sig | B | R | R Square | F | Sig. | Result |
|---|---|---|---|---|---|---|---|---|
| 4 | 22.314 | 0.000 | 0.897 | 0.875 | 0.765 | 497.916 | 0.000 | Accepted |

**H5:** Are there statistically significant differences in marketing for the study sample due to demographic factors (gender, age, educational qualification, department)?

To test this hypothesis, the application of four-way analysis of variance (ANOVA) was used to detect differences in the opinions of the study sample members about marketing for the study sample due to demographic factors (gender, age, educational qualification, department), and the tables below illustrate this.

Table 12 shows that there are clear differences between the averages of the answers of the study sample members regarding marketing for the study sample due to demographic factors (gender, age, educational qualification, department). To determine the statistical significance of these differences, a 4-way ANOVA in marketing was applied to the study sample attributable to demographic factors (gender, age, educational qualification, department), and Table 7 shows this.

Table 13 shows that there are no statistically significant differences at the level of significance ($\alpha<0.05$) in the level of creativity in service due to age, academic qualification, or department, nor did any statistical significance appear for the letter "$f$" to reach the level of statistical significance ($\alpha$). = 0.05). There were statistically significant differences at the significance level ($\alpha<0.05$) in the level of creativity in the service due to (gender), and they were in favor of males.

Table 12. H5 results

| Gender | SD | M |
|---|---|---|
| Male | 0.698 | 4.457 |
| Feminine | 0.778 | 4.094 |
| **Age** | SD | M |
| Less than 20 | 0.548 | 4.613 |
| 21-30 | 0.867 | 4.237 |
| 31-40 | 0.561 | 4.449 |
| 41-50 | 0.425 | 4.461 |
| 51 or more | 0.452 | 3.885 |
| **Qualification** | SD | M |
| High school or less | 0.598 | 4.449 |
| Bachelor's | 0.784 | 4.239 |
| Master's or PhD | 0.434 | 4.714 |
| **Department** | SD | M |
| Food and drinks | 0.521 | 4.495 |
| Front offices | 1.176 | 4.025 |
| Hotel management | 0.544 | 4.538 |
| Accounting | 0.657 | 4.394 |
| sales and marketing | 0.878 | 4.000 |
| HR | 0.600 | 4.227 |

Table 13. ANOVA results

| Variable | Sum of Squares | DF | Mean Square | f | sig |
|---|---|---|---|---|---|
| Gender | 5.436 | 1.000 | 5.436 | 11.192 | *0.001 |
| Age | 4.685 | 4.000 | 1.171 | 2.411 | 0.052 |
| Qualification | 1.076 | 2.000 | 0.538 | 1.108 | 0.333 |
| Department | 4.901 | 5.000 | 0.980 | 2.018 | 0.080 |
| Error | 68.972 | 142.000 | 0.486 | | |
| Total | 87.034 | 154.000 | | | |

## DISCUSSION

This study was conducted to clarify the importance of physical elements (interior and exterior design, location, services) and human interaction in hotel marketing. The study followed a new approach as it targeted employees' perceptions of these areas of hotel marketing, while previous studies targeted tourists' perceptions and satisfaction. Results of the descriptive analysis show that the variable "Interior and Exterior Design" comes as the most important variable in marketing the hotels from the point of view of hotel employees, followed by "Human Interaction" then "Location", and finally "Services". This requires the hotel management to pay great attention to the exterior and interior design of the hotel, hotel rooms, lighting, colors, spaces, and luxury furniture. In addition to the great interest in human interaction, which means a direct focus on the employee, training and qualifying him, and that the employee acquires a "Moment of Truth", or that he is skilled in optimally exploiting the "Service encounter", which is the moment in which the employee communicates with the customer or the so-called direct points of sale, which is reflected directly on marketing the hotel. The study showed that employees are well aware that human interaction through a smile, clean and elegant appearance, communication etiquette, and body language are important factors in marketing a hotel. It cannot be denied that location has a major role in a tourist's choice of hotel, but the hotel can focus a lot on marketing to overcome the location problem. The results of the study also showed that services play an important role in hotel marketing.

Since categorized hotels are similar in style and quality of service, these hotels can rely on creativity and innovation in service delivery to market themselves more than competitors in the same category. In addition, the results of this study revealed a statistically significant impact of interior and exterior design, location, services, and human interaction on marketing. The results also showed that there were statistically significant differences in the level of service in favor of males.

## CONCLUSIONS

In light of these results, the study recommends to stakeholders the need to emphasize the importance of interior design, especially furniture, and its suitability to public taste in a way that suggests sophistication and luxury; paying

attention to good marketing of the hotel's website when designing advertising campaigns in a way that suggests the safety and suitability of the location and provides everything the customer needs; paying attention to how to display the services provided by the hotel in attractive publications that contain all the hotel's services briefly and interestingly, through which the hotel's classification among nearby and competing hotels is presented; paying attention to the human element working in the hotel by receiving continuous training on the latest methods of dealing and communicating with customers, in addition to paying attention to their external appearance, including uniforms, cleanliness, and glasses.

The study also presents a conceptual model consisting of a group of independent factors and their impact on marketing. It advises researchers and students to use the study model and questionnaire to study other variables or apply them to sectors other than hotels and perhaps in regions other than Jordan.

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