Mufakat
Jurnal Ekonomi, Manajemen dan Akuntansi
2986-609X
(2024), 4 (2): 13-18

AGRICULTURAL OPERATIONS AT PIÑATA FARMS, AUSTRALIA (The Implementation of the Working Holiday Visa (WHV) in 2025)

Muhamad Farhan Riziq [1], Zulvia Khalid [2]
International Business Management Studies, Faculty of Economics And Business
Budi Luhur University Jakarta

Correspondence		
Email: muhamadfarhanriziq04@gmail.com	No. Telp:	
Submitted 27 Agustus 2025	Accepted 30 Agustus 2025	Published 31 Agustus 2025

ABSTRACT

This final project report explores the implementation of the Working Holiday Visa (WHV) program within Australia's horticultural sector, with a specific focus on Piñata Farms in Queensland. The internship experience offered the author practical insights into international agribusiness operations, particularly in the harvesting, grading, and packaging of strawberries. Key objectives included analyzing workforce productivity, operational systems, and cultural adaptation in a multicultural labor environment. The report also compares agricultural practices in Australia and Indonesia, identifying best practices in labor management and operational efficiency. Challenges such as language barriers, physical fatigue, and weather dependency were overcome through structured SOPs, performance incentives, and teamwork. The internship resulted in the acquisition of both hard and soft skills, cultural competence, and a deeper understanding of global labor dynamics. This experience not only fulfilled academic requirements but also contributed significantly to the author's personal and professional development in the field of international business and agriculture.

INTRODUCTION

The agricultural sector represents a vital pillar of the Australian economy, contributing significantly to national GDP and export revenue (Jakku et al., 2018). Agriculture plays a pivotal role in employment generation, food security, foreign exchange earnings, and the provision of raw materials to other sectors (Altarturi et al., 2023; Zyl et al., 1988; Kambali & Niyaz, 2021). The prosperity of a nation is often reflected through the advancement of its agricultural systems (Henning et al., 2022; Rahman & Mansor, 2023). Australia's diverse agricultural landscape including livestock, grains, fruits, and vegetables demonstrates the sector's strategic importance (Suswadi et al., 2021; Osuji, 2019).

Within this dynamic framework, the strawberry industry stands out as a high-value horticultural commodity. It supports both domestic consumption and export markets (Ayenew et al., 2020). Due to its labor-intensive nature, particularly during harvesting seasons, strawberry farms depend heavily on seasonal labor. In this context, the implementation of the Working Holiday Visa (WHV) program emerges as a strategic response to labor shortages in Australia's horticultural sector.

The WHV program (subclass 462) allows eligible Indonesian citizens aged 18–30 to live and work in Australia for up to 12 months. Participants must meet specific criteria, including English proficiency, educational background, and a financial threshold (Australia's Department of Home Affairs, 2024). WHV participants are often deployed in agriculture, especially in labor-intensive areas such as strawberry harvesting.

The writer's internship experience at Piñata Farms, located in Wamuran, Queensland, offers practical exposure to agricultural operations under the WHV scheme. Tasks included harvesting, sorting, grading, and packaging strawberries, all conducted within structured systems governed by SOPs and quality control procedures. The internship also provided a comparative perspective on how Australian farms differ from Indonesian agricultural settings—particularly in technology adoption, labor incentives, and operational efficiency.

This experience bridges theoretical knowledge gained in the International Business and

Management Studies program with the practicalities of international agribusiness, offering valuable insights into workforce management, productivity strategy, and policy implementation.

Indonesia and Australia are two countries with different yet interconnected economic landscapes. Indonesia, as a developing country, continues to strengthen its economic performance through industrial development, trade liberalization, and human capital mobility. According to the World Bank (2023), Indonesia's economy grew by 5.0% in 2022, driven by private consumption and investment, with agriculture still contributing significantly to employment in rural areas. Meanwhile, the government has made efforts to boost workforce

Indonesia and Australia are two countries with different yet interconnected economic landscapes. Indonesia, as a developing country, continues to strengthen its economic performance through industrial development, trade liberalization, and human capital mobility. According to the World Bank (2023), Indonesia's economy grew by 5.0% in 2022, driven by private consumption and investment, with agriculture still contributing significantly to employment in rural areas. Meanwhile, the government has made efforts to boost workforce competitiveness by encouraging international exposure for young workers through various mobility programs.

On the other hand, Australia, as a developed country, maintains a strong and diversified economy. It is known for its high standard of living, low unemployment rates, and an open labor market that depends heavily on seasonal and migrant workers in key industries, especially agriculture. According to data from the Australian Bureau of Statistics (2023), Australia's GDP was dominated by sectors like mining, education, and agriculture, with seasonal labor shortages being one of the recurring challenges in rural regions.

The gap between Indonesia's abundant young workforce and Australia's demand for temporary workers has created a strategic opportunity for collaboration. One such opportunity is realized through the Working Holiday Visa (WHV) program, a bilateral initiative that allows young Indonesians to work and travel in Australia. This program not only provides financial and professional benefits to the participants, but also addresses labor shortages in Australia, particularly in sectors such as horticulture and livestock farming.

The agricultural sector specifically plays a critical role in this collaboration. As one of the largest contributors to Australia's export revenue, the sector relies on labor-intensive processes such as fruit picking, sorting, and packing. WHV holders are often recruited to fill these roles during peak seasons. This study aims to explore the implementation of the WHV program within Australia's agricultural operations, with a specific focus on Piñata Farms, where the author completed a professional internship under the WHV scheme.

THEORETICAL REVIEW

2.1 Organizational Overview and Industry Context

Piñata Farms is a leading horticultural business located in Wamuran, Queensland, Australia. Specializing in strawberries, pineapples, mangoes, and specialty berries, the farm operates across multiple states with a high level of professionalism, integrating technology and workforce management into daily operations. The farm serves both domestic and international markets, with a focus on premium-quality fresh produce.

Strawberry operations at Piñata Farms are highly seasonal and labor-intensive, requiring efficient workforce planning and execution. The Working Holiday Visa (WHV) participants play a key role in supporting the business during peak harvesting periods. These international workers are integrated into structured labor systems governed by Standard Operating Procedures (SOPs), quality assurance measures, and incentive-based performance schemes.

This section provides an overview of the farm's background, operational model, organizational structure, and international scale—necessary to contextualize the WHV implementation.

2.2 History and Vision-Mission of Piñata Farms

History:

Piñata Farms was established over 50 years ago and has grown into one of Australia's most respected family-owned horticultural enterprises. Initially focused on pineapples, the farm diversified into strawberries, which are now a major revenue source, especially in the Caboolture region where climatic conditions support year-round supply.

Vision:

To be a leader in producing premium-quality fruit using sustainable and innovative practices, while contributing to the economic and social well-being of the agricultural workforce.

Mission:

1. To consistently deliver fresh, high-quality fruit that meets market and export standards.
2. To apply ethical labor practices and advanced agricultural technology.
3. To foster collaboration across culturally diverse workforce groups, including WHV participants.

2.3 Organizational Structure

The organizational structure at Piñata Farms includes multiple departments such as Field Operations, Harvest Management, Quality Control, Logistics, and Human Resources. During the internship, the writer was positioned under the **Strawberry Harvesting Division**, where daily operations were directly supervised by team leaders and quality control staff.

The harvest workflow includes:

1. Picking staff (WHV workers and local staff)
2. Sorting and grading team
3. Packing team
4. QC officers and farm supervisors

This multi-layered structure enables task specialization, minimizes bottlenecks, and enhances traceability in every stage of the strawberry harvesting process.

2.4 Business Field and International Scale of Operations

Piñata Farms operates in the horticulture sector with an emphasis on high-demand, fresh fruit varieties. Its business model spans several Australian states and includes export activities to Asia and the Middle East. The strawberry division, in particular, is known for using **protected cropping systems, drip irrigation, precision farming,** and **digital yield tracking.**

The company's international relevance lies in:

1. Employing WHV workers from countries such as Indonesia, Taiwan, South Korea, and Europe.
2. Supplying export-grade produce to international retailers.
3. Partnering with global labor programs that promote cross-cultural skills transfer and labor mobility.

The strategic integration of WHV participants allows the company to respond flexibly to labor demands while fostering international cooperation in agricultural development.

2.5 Procedure for Obtaining the Working Holiday Visa (WHV)

The Working Holiday Visa (Subclass 462) allows young Indonesian citizens aged 18 to 30 to work and travel in Australia for up to one year. This program is part of a bilateral agreement between the Indonesian and Australian governments to encourage cultural

exchange and strengthen labor mobility in specific sectors such as agriculture and hospitality.

To obtain the WHV, applicants must meet the following eligibility criteria:

1. Be an Indonesian citizen and currently residing in Indonesia;
2. Be aged 18 to 30 years at the time of application;
3. Have no dependent children;
4. Hold a valid Indonesian passport;
5. Have completed at least two years of post-secondary education;
6. Demonstrate functional English proficiency (e.g., IELTS 4.5 or equivalent);
7. Provide a letter of support from the Indonesian Ministry of Manpower (Kemnaker);
8. Meet character and health requirements set by the Australian Department of Home Affairs;
9. Have adequate health insurance and sufficient funds to support initial stay in Australia (minimum AUD 5,000).

The general application procedure for WHV Subclass 462 is as follows:

1. **Prepare documents**: Including passport, educational certificate, English proficiency proof, financial statement, and other supporting materials.
2. **Apply for a letter of government support**: Issued by the Ministry of Manpower of Indonesia (Kemnaker).
3. **Submit online application** via the Australian Department of Home Affairs website.
4. **Pay the visa application fee** (as of 2025, around AUD 635).
5. **Attend a medical examination** and provide biometrics if requested.
6. **Await visa outcome**. Once granted, the visa must be activated within 12 months.

Applicants are allowed to work for up to six months with any one employer and study for up to four months during their stay. They can also extend their WHV for a second year by completing 88 days of specified work (mainly in regional agriculture) in their first year.

This structured process ensures that only eligible, prepared candidates participate in the program, aligning with Australia's commitment to labor standards and cultural exchange.

RESULTS AND DISCUSSION

3.1 Task Description

During the internship at Piñata Farm, the researcher was placed in the Strawberry Harvesting Division, specifically involved in the picking, sorting, packaging, and grading of strawberries. Tasks performed during the internship were as follows:

1. **Harvesting (Picking):**
   Harvesting strawberries according to standard criteria, ensuring only fruits with optimal size, ripeness, and color were picked.
2. **Sorting and Grading:**
   Sorting the strawberries into categories based on size, quality, and condition. Grading was done manually and visually under the supervision of the Quality Control (QC) team.
3. **Packing:**
   Placing the sorted fruits into standard packaging trays, ensuring correct tray labeling, clean hands, and no overloading, following Standard Operating Procedures (SOPs).
4. **Post-Harvest Handling:**
   Conducting sanitation of tools and equipment, monitoring of waste, and reporting completion of tasks to the farm supervisor.

Each worker had a target of 10 tries per hour. Workers who exceeded the target were given incentive payments of AUD 2.5–3.0 per try, while those who did not meet the target were

compensated through a "top-up" system that ensured a minimum hourly rate of AUD 30/hour.

3.2 Work Activity Analysis

The work process at Piñata Farm follows a systematic and structured workflow. Each activity from picking to packing is monitored and regulated using Standard Operating Procedures (SOPs), with clearly assigned responsibilities and quality standards. The implementation of a **"try-per-hour"** system enables quantitative measurement of worker productivity, with a set target of 10 tries per hour per person.

Incentive mechanisms were applied to enhance motivation and performance. Workers who exceeded the 10-try target received **additional payment ranging from AUD 2.5 to AUD 3.0 per extra try**. Those who fell short were covered by a **"top-up" scheme** that guaranteed the minimum hourly wage of **AUD 30 per hour**, ensuring equitable compensation and reducing income disparities among the workforce.

These work activities are carried out in a high-pressure environment where accuracy and speed must coexist. To support this, Piñata Farm employs:

- **Clear task delegation:** Workers are divided into specific task groups (picking, grading, packing), allowing specialization and reducing task ambiguity.
- **On-site training and supervision:** Supervisors and team leaders continuously monitor performance, provide instructions, and correct errors in real-time.
- **Quality Control (QC):** Dedicated QC staff are present to assess fruit quality and ensure output aligns with export-grade standards.
- **Worker rotation and rest management:** To reduce fatigue, especially during long harvesting hours, supervisors schedule appropriate breaks and rotate roles when needed.

From the perspective of operational management, this system exemplifies **performance-based labor planning** and **lean task execution** key pillars in agricultural productivity management. The integration of both quantitative targets and qualitative control demonstrates a hybrid strategy that balances efficiency with quality assurance.

3.3 Issues and Solutions Encountered

During the internship period, several challenges were encountered, both at the individual and systemic levels. These issues, while not critical to farm operations, impacted daily workflow and provided important learning points regarding labor coordination and cross-cultural dynamics.

a. Language and Communication Barriers

One of the most significant challenges was communication. The WHV program brings together workers from diverse linguistic backgrounds, including Indonesia, Taiwan, Korea, and Europe. Instructions from supervisors, typically delivered in English or accented Australian English, were sometimes unclear or misunderstood—particularly in the early stages of the internship. Miscommunications occasionally led to sorting errors or delays in packing speed.

Solution:

To address this, Piñata Farm utilized peer-to-peer learning strategies where more experienced WHV workers assisted newcomers. Supervisors also began using simplified visual instructions and hand gestures to improve clarity. Over time, with exposure and adaptation, language comprehension among WHV workers improved, leading to smoother coordination.

b. Inconsistent Productivity Among Workers

Not all WHV participants were able to meet the 10 tries/hour target consistently, especially in the early weeks. Productivity fluctuated based on familiarity with the task, physical endurance, and adaptation to the pace of operations.

Solution:

The "top-up" payment system played a vital role in ensuring income equity for those still adjusting. In parallel, performance data was monitored daily, and workers were given feedback. Some were reassigned to less physically demanding roles (e.g., sorting

c. Physical Fatigue and Weather Dependency

Strawberry picking requires standing or squatting for long periods under varying weather conditions. On hot or rainy days, worker fatigue increased and the risk of spoilage or injury also rose.

Solution:

Supervisors scheduled additional rest intervals during extreme weather and encouraged hydration. Lightweight gear and gloves were also distributed to improve comfort and hygiene. Harvest schedules were occasionally adjusted to avoid working during the hottest midday hours.

d. Manual Grading Subjectivity

Despite existing SOPs, manual grading often led to inconsistency in fruit classification, especially between new and senior workers. This affected packaging uniformity and could result in rework by the QC team.

Solution:

Training sessions and on-the-spot correction from QC staff helped reduce grading errors. Over time, most WHV workers developed a sharper understanding of export-grade standards and adjusted their judgment accordingly.

These problem-solving approaches, though simple, reflect **agile farm management principles**: quick feedback loops, adaptive task reassignment, and on-the-ground leadership. The hands-on experience enabled the intern to observe how a multicultural, rotating workforce can remain productive through structured systems and flexible supervision.

3.4 Comparative Analysis: Theory vs. Practice

The internship experience at Piñata Farms provided an opportunity to directly observe how theoretical concepts from the International Business and Management Studies (IBMS) program are applied in real-world agricultural settings. Several key areas of alignment and contrast between theory and practice were identified:

3.4.1 Human Resource Management (HRM)

Theory:

In HRM theory, particularly in global labor environments, effective onboarding, training, motivation, and retention are critical to workforce productivity. Structured labor systems and incentive mechanisms are often discussed as tools for enhancing performance (Dessler, 2020).

Practice at Piñata Farms:

The implementation of Standard Operating Procedures (SOPs), daily performance tracking, and incentive schemes reflected textbook HRM principles. The "top-up" hourly pay system ensured fairness and addressed disparities among workers, while performance bonuses fostered motivation. However, the transient nature of WHV labor introduced challenges in knowledge continuity and long-term skill retention—elements less emphasized in theory but highly relevant in practice.

2986-609X
(2024), 4 (2): 13-18

3.4.2 Operations and Quality Management

Theory:

Lean management, efficiency optimization, and quality assurance frameworks (e.g., Six Sigma, TQM) emphasize the importance of eliminating waste and maintaining product standards.

Practice at Piñata Farms:

The strawberry harvesting process was lean and highly structured, minimizing waste through SOP adherence, visual inspections, and real-time QC supervision. Practices such as sorting by grade, using labeled trays, and post-harvest hygiene controls closely resembled principles from quality management frameworks. However, the reliance on manual processes still left room for subjectivity and variability—especially in fruit grading—highlighting a gap where automation could further improve consistency.

3.4.3 Cross-Cultural Management

Theory:

International workforce management requires sensitivity to cultural differences, communication styles, and motivational drivers. Theories such as Hofstede's dimensions and GLOBE studies advocate for adaptive leadership styles.

Practice at Piñata Farms:

Supervisors had to manage a multicultural WHV workforce with varying expectations and working habits. The practical solution involved peer mentoring, visual guidance, and adjusting feedback delivery to avoid miscommunication. Though cultural frameworks were not explicitly referenced, their essence was evident in how the farm handled diversity with operational pragmatism.

3.4.4 Business Strategy and Competitive Advantage

Theory:

Porter's model and the Resource-Based View (RBV) emphasize leveraging internal capabilities and aligning them with external opportunities to create a sustainable competitive advantage.

Practice at Piñata Farms:

By employing structured labor systems with international WHV workers and investing in precision farming, Piñata Farms positioned itself as a high-efficiency producer in a competitive export market. Labor systems were not just a necessity—they were a strategic asset. However, external threats like policy changes and global competition highlighted the fragility of depending on temporary visa labor for strategic operations.

3.5 Managerial Implications

The internship experience at Piñata Farms offers several managerial insights that can inform agricultural operations in both developed and developing economies, particularly in labor-intensive sectors like horticulture. The following implications are derived from the observed practices and their outcomes:

3.5.1 Structured Workforce Systems Increase Productivity

The use of Standard Operating Procedures (SOPs), daily performance targets, and clear division of labor enabled Piñata Farms to maintain operational efficiency despite relying on a constantly changing workforce. For managers, this underscores the importance of creating replicable systems that can absorb variability in worker experience and cultural background.

2986-609X
(2024), 4 (2): 13-18

3.5.2 Incentive-Based Pay Systems Drive Motivation

The dual compensation model performance-based bonuses and top-up hourly guarantees demonstrated a practical approach to balancing motivation with fairness. This model can be adopted by managers in other agricultural contexts to retain productivity while minimizing dissatisfaction and turnover, especially among temporary or seasonal staff.

3.5.3 Cultural Agility Is Crucial in Multinational Labor Settings

Supervisors at Piñata Farms had to manage a workforce comprising individuals from diverse cultural and linguistic backgrounds. Their ability to adjust instructions, provide visual cues, and promote peer mentoring was critical to operational success. For managers, this highlights the need for **cross-cultural communication training**, especially in globally integrated labor environments.

3.5.4 Short-Term Labor Must Be Paired with Long-Term Systems

The reliance on WHV participants, while effective for short-term labor gaps, creates long-term challenges in knowledge retention and scalability. Managers should invest in tools such as **training documentation**, **digital SOP libraries**, or **hybrid worker models** (e.g., combining local full-time staff with WHV workers) to preserve institutional memory.

3.5.5 Lessons for Indonesian Agribusiness

From a comparative perspective, Piñata Farms' integration of SOPs, incentive systems, and quality assurance could serve as a model for improving efficiency in Indonesian agriculture. Farm managers in Indonesia could pilot similar systems on a smaller scale, focusing on **target-based productivity**, **peer-led training**, and **basic labor tracking technologies**

3.6 Description of Images

The following images were documented during the internship at Piñata Farms to illustrate key work activities and the operational environment:

Figure 1. WHV Staff Engaged in Strawberry Picking

This image shows WHV participants actively harvesting strawberries in the open fields of Piñata Farm, Caboolture, Brisbane. Workers are positioned along designated planting rows under polytunnels, equipped with trays and gloves. The photo highlights the manual nature of the task, the focus required for fruit selection, and the spatial organization of harvesting operations.

2986-609X
(2024), 4 (2): 13-18

Figure 2. High-Quality Picked Strawberry

This close-up image captures a freshly picked strawberry that meets export-quality standards. It reflects the worker's attention to size, color, and ripeness-core criteria outlined in the farm's SOPs. The image demonstrates the importance of hands-on quality assessment and the result of precise, skill-based labor.

Figure 3. Strawberry Picking Using Trolley at Piñata Farms

This image shows the process of strawberry picking conducted under rainy weather conditions at Piñata Farms. Workers are seen wearing transparent plastic raincoats and safety vests as part of the farm's standard protective clothing requirements. In the foreground, rows of strawberry plants are visible, while in the background, a green trolley is used to collect harvested fruit. The trolley, equipped with stacked green crates, allows workers to efficiently transport strawberries from the field to the packing area. The presence of multiple trolleys across the field reflects the farm's systematic and organized approach to harvesting, ensuring both productivity and product quality even during adverse weather. This photo also illustrates the teamwork and resilience of workers operating in challenging outdoor conditions.

3.7 Cultural Adaptation and Work Environment

Working at Piñata Farms in Australia under the Working Holiday Visa (WHV) program provided the author with direct exposure to a diverse and dynamic agricultural

work environment. The cultural and professional adjustments required during the internship experience formed an important part of personal and professional development. While the technical aspects of farm work such as fruit picking, sorting, and packing were challenging, the biggest adaptation involved understanding and integrating into the Australian workplace culture.

One of the key differences encountered was the strong emphasis on punctuality and time discipline. Workers were expected to arrive at least ten minutes before the scheduled start time, and any delay was recorded and discouraged. This practice differed from some common habits in Indonesian informal work settings, where start times tend to be more flexible. The author quickly learned the importance of time management and began applying this discipline consistently throughout the workday.

In addition, workplace communication in Australia was notably direct and efficient. Supervisors provided concise instructions and expected tasks to be completed independently with minimal supervision. This required the author to improve listening skills, pay close attention to Standard Operating Procedures (SOPs), and clarify tasks when unsure. While Indonesians tend to communicate in a more indirect and polite manner, Australian colleagues often favored straightforwardness, which, although initially intimidating, proved to be practical and effective for teamwork and efficiency.

Another area of adjustment was related to health and safety regulations. Australian agricultural operations strictly enforce safety policies, including mandatory wearing of personal protective equipment (PPE), regular safety briefings, and hazard reporting protocols. These rules are legally binding and are audited by government authorities. Compared to Indonesian workplaces where safety compliance may be less standardized, this practice highlighted the professionalism and accountability of Australian farm management.

The multicultural nature of the workforce at Piñata Farms also contributed to a unique learning experience. The author worked alongside people from countries such as Taiwan, Japan, Korea, Thailand, and France. This cultural diversity fostered openness, mutual respect, and improved cross-cultural communication. The shared experience of working in a foreign environment created a strong sense of community and encouraged cultural exchange during and outside work hours.

Finally, the author observed that Australian managers tend to adopt a more egalitarian leadership style. Supervisors were approachable and willing to listen to feedback, even from junior staff. This was different from hierarchical management commonly seen in Indonesian organizations. Workers were encouraged to voice concerns and suggest improvements, which made the workplace more inclusive and responsive.

Through these cultural adjustments, the author not only developed greater cultural sensitivity and adaptability but also gained a deeper appreciation for global workplace practices. These lessons in time discipline, safety awareness, communication, and inclusivity are transferable to future professional roles both in Indonesia and abroad.

3.8 Skills Gained from the WHV Program

Participating in the Working Holiday Visa (WHV) program at Piñata Farms provided not only income and international exposure but also valuable skill development that will benefit the author in future professional pursuits. These skills were acquired both through formal job responsibilities and informal learning in a multicultural, fast-paced work environment. The experience contributed significantly to the author's personal growth, employability, and global mindset.

1. **Hard Skills in Agricultural Operations**

The author learned a variety of technical skills directly related to fruit harvesting and post-harvest operations. These included strawberry and mango picking techniques, proper use of harvest tools, and efficient packing methods in line with quality control standards. The training also involved mastering Standard Operating Procedures (SOPs), such as identifying defects in produce, handling fruit with minimal damage, and maintaining hygiene in workstations. These operational skills are valuable and transferable to similar agribusiness roles both domestically and internationally.

In addition, the author became familiar with equipment handling, including using trolleys, crates, and barcode scanners. Understanding the operational flow from field to cold storage enhanced the author's knowledge of agricultural supply chains and improved awareness of how quality and timing affect product value.

2. **Soft Skills Development**

Beyond technical knowledge, the WHV experience significantly enhanced the author's soft skills:

- **Time Management**: With high-performance expectations and tight schedules, the author learned to organize tasks, meet daily picking targets, and work efficiently without compromising quality.
- **Discipline and Responsibility**: The structured work system and performance-based payment models encouraged self-motivation and accountability.
- **Adaptability**: Adjusting to new weather conditions, unexpected operational changes, and rotating tasks required flexibility and resilience.
- **Communication**: Working with people from diverse cultural and linguistic backgrounds improved the author's English proficiency and interpersonal communication skills. Daily interactions required clear, concise, and respectful dialogue, especially under time pressure.
- **Teamwork and Collaboration**: Tasks were often executed in groups, especially in packing areas. This reinforced the importance of teamwork, shared responsibilities, and supporting co-workers to achieve mutual goals.

3. **Cross-Cultural Competence and Independence**

Living and working in a foreign country pushed the author out of their comfort zone. Navigating visa regulations, accommodation, transportation, and budgeting fostered self-reliance and problem-solving skills. The experience also cultivated cultural sensitivity, as the author engaged with workers from Asia, Europe, and Latin America. These interactions broadened the author's worldview and developed competencies that are highly valued in international business environments.

4. **Professionalism and Work Ethic**

The Australian work culture, characterized by fairness, meritocracy, and transparency, encouraged the author to adopt a more professional attitude. Punctuality, honesty, and task ownership were highly emphasized and became ingrained habits. Supervisors and team leaders often provided real-time feedback, allowing the author to improve performance incrementally.

Reflection and Evaluation

4.1 Reflection on the Internship Experience

Participating in the Working Holiday Visa (WHV) program and completing an internship at Piñata Farms in Australia provided the author with a transformative experience both personally and professionally. The opportunity to engage in international agricultural work allowed for deep self-reflection, exposure to global

labor standards, and firsthand understanding of cross-cultural dynamics in a professional setting.

One of the most valuable aspects of this internship was the chance to work in a multicultural environment. The author collaborated with co-workers from Japan, South Korea, Thailand, Taiwan, and various European countries. This diversity promoted open-mindedness and appreciation for different working styles and cultural norms. Over time, the author became more adaptable, respectful, and comfortable working with people from various backgrounds, developing cultural intelligence that will be useful in future global business contexts.

The physical nature of the work, such as fruit picking, lifting, and repetitive motion, was initially exhausting and challenging. However, this routine built not only physical endurance but also mental resilience. The strict working hours, weather conditions, and productivity targets pushed the author to develop time discipline, goal orientation, and a positive work ethic.

Moreover, the experience enhanced independence and self-management skills. Living away from family support, managing finances, dealing with transportation, and solving day-to-day problems in a foreign country strengthened the author's problem-solving capacity and decision-making abilities. These personal growth elements proved to be just as valuable as the technical work skills gained.

The WHV internship also provided a broader perspective on workplace systems and labor rights. The fair treatment of workers, adherence to safety protocols, and the clear division of responsibilities demonstrated a professional standard that the author aspires to replicate in future work environments. It reinforced the value of structure, accountability, and mutual respect in organizational culture.

4.2 Evaluation of Internship Objectives

The internship at Piñata Farms, undertaken through the Working Holiday Visa (WHV) program, was guided by several key objectives as outlined in the initial stages of the final project. These objectives included gaining international experience in agricultural work, understanding the practical implementation of the WHV scheme, improving communication skills in a multicultural setting, and developing personal and professional competencies relevant to international business.

The first objective was to gain hands-on experience in international agricultural operations. This was achieved through direct involvement in a variety of farm-based activities including fruit picking, packing, sorting, and quality control. These responsibilities were carried out in accordance with the farm's Standard Operating Procedures (SOPs), which emphasized efficiency, hygiene, and accuracy. Through this experience, the author acquired a solid understanding of day-to-day operations in a structured agribusiness environment.

The second objective was to understand how the WHV program is implemented in real-world agricultural settings. This goal was met by experiencing the internal management systems used at Piñata Farms, such as the productivity tracking system, payment structures based on performance, and the top-up mechanism for workers who did not meet the minimum picking targets. The author also observed how the visa framework was integrated into human resource planning and how farm operations complied with Australian labor regulations. These observations provided practical insights into workforce organization and visa-based employment strategies.

The third objective was to improve cross-cultural communication skills. During the internship, the author worked alongside international colleagues from various cultural backgrounds. Daily communication in English and the need to adapt to

2986-609X
(2024), 4 (2): 13-18

different styles of interaction helped strengthen the author's ability to listen carefully, express ideas clearly, and collaborate effectively in a multicultural environment. These interpersonal skills are crucial for anyone aspiring to work in international business settings.

The fourth objective was to develop a set of soft skills and work ethics aligned with international standards. Throughout the internship, the author demonstrated and further developed qualities such as punctuality, discipline, time management, and responsibility. These were reinforced by the performance expectations at the farm and the transparent evaluation system applied by supervisors. The ability to meet targets, maintain consistent work quality, and operate independently became important aspects of the author's growth.

4.3 Challenges and How They Were Overcome

During the internship at Piñata Farms under the Working Holiday Visa (WHV) program, the author encountered several challenges that required resilience, adaptability, and continuous learning. These obstacles, although difficult at times, played a significant role in personal and professional development.

One of the main challenges was the language barrier. Although the author had a basic proficiency in English, communicating effectively in a fast-paced work environment, especially with supervisors and coworkers from various non-Indonesian backgrounds, proved to be difficult in the early stages. Instructions were sometimes delivered quickly, using colloquial expressions or specific technical terms related to farming activities. To overcome this challenge, the author made a conscious effort to improve listening skills, seek clarification when necessary, and gradually build confidence in speaking. Regular exposure to the language in daily conversations and work routines also helped in developing better fluency and comprehension.

Another significant challenge was physical fatigue. The nature of agricultural work required long hours of repetitive tasks such as bending, lifting, and walking in open fields under various weather conditions. Initially, the author struggled with physical exhaustion, especially during the first few weeks of picking strawberries. However, over time, the author adapted to the rhythm of the work by developing proper techniques, using correct body posture, and maintaining a consistent level of hydration and nutrition. Building physical endurance was a gradual process, and peer support also played a role in maintaining motivation.

Cultural adjustment was also a hurdle. The work environment in Australia was more individualistic and structured compared to the more collectivist and flexible culture the author was familiar with in Indonesia. At first, it was challenging to adapt to the direct communication style and the expectation to take initiative without waiting for instructions. Through observation and reflection, the author learned to embrace this working style by being more proactive, open to feedback, and willing to take responsibility.

In addition, the high-performance expectations and target system at the farm created pressure, especially during the initial phase. The author was required to meet a minimum number of "tries" per hour, and failing to do so could result in financial penalties or additional supervision. This target-based system was stressful at first, but with practice, time management, and improved picking techniques, the author eventually became more efficient and was even able to exceed targets during certain shifts.

Conclusion

The internship experience at Piñata Farms in Australia, facilitated through the Working Holiday Visa (WHV) program, has provided the author with meaningful insights and substantial personal and professional development. Throughout the internship period, the author was actively involved in various aspects of agricultural operations, such as fruit picking, packing, and quality control. These tasks were carried out under structured guidelines and productivity-based systems that enhanced technical competence, time management, and responsibility.

The internship also fulfilled its broader academic objectives. The author gained a deeper understanding of how the WHV program is implemented in practice, especially in the context of seasonal labor in Australia's agricultural sector. This included exposure to international labor systems, SOP compliance, and real-time workforce evaluation. In addition, the experience fostered significant improvements in cross-cultural communication, adaptability, and teamwork, which are crucial in today's globalized business environment.

Moreover, the author developed resilience through navigating physical demands, language barriers, and cultural adjustments. These challenges, while initially difficult, ultimately became opportunities for growth. They helped the author build confidence, independence, and emotional intelligence.

Overall, the internship not only contributed to the author's academic requirements in the International Business and Management Study (IBMS) program but also laid a strong foundation for future career aspirations. The knowledge, skills, and experiences gained will be instrumental in pursuing professional paths related to agriculture, international workforce management, or global mobility programs. The Working Holiday Visa internship has been a transformative experience, offering not just work exposure, but a valuable life journey.

References

ABC News. (2020, February 13). *Indonesians say skills learned on Australian working holidays boost their careers at home*. Retrieved from https://www.abc.net.au/news/2020-02-13/indonesia-on-working-holiday-visa-in-australia-learn-new-skills/11926982

Achmad, F., & Wiratmadja, I. I. (2025). Organizational Performance and Competitive Advantage in SMEs: The Role of Green Innovation and Knowledge Management. Journal of Open Innovation Technology Market and Complexity, 100532.

Aditya, D. Y., Solihah, A., & Habibie, M. T. (2022). The Utilization of Social Media in the Young Farmer Group in Cicarulang Village. REKA ELKOMIKA Jurnal Pengabdian Kepada Masyarakat, 3(1), 38.

Altarturi, H., Nor, A. M., Jaafar, N. I., & Anuar, N. B. (2023). A bibliometric and content analysis of technological advancement applications in agricultural e-commerce. Electronic Commerce Research. https://doi.org/10.1007/s10660-023-09670-z

Australia's Department of Home Affairs. (2024, December 9). *Work and Holiday visa (subclass 462)*. Immigration and citizenship. Retrieved June 22, 2025, from https://immi.homeaffairs.gov.au/visas/getting-a-visa/visa-listing/work-holiday-462

Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES). (2025). *Snapshot of Australian Agriculture 2025*. Retrieved from https://www.agriculture.gov.au/abares/products/insights/snapshot-of-australian-agriculture

Australian Department of agriculture, fisheries and forestry. (2023, January 13). *What difference does labour choice make to farm productivity and profitability in the Australian horticulture industry?* DAFF. Retrieved June 22, 2025, from https://www.agriculture.gov.au/abares/research-topics/productivity/productivity-

drivers/seasonal-workers-report?utm_source=chatgpt.com
Ayenew, W., Tayech, L., & Ehite, H. K. (2020). Agricultural technology adoption and its impact on smallholder farmers welfare in Ethiopia. African Journal of Agricultural Research, 15(3), 431. https://doi.org/10.5897/ajar2019.14302
Ayu, S. F., & Nauly, M. (2020). Interest to continue farming among agricultural students who is a child of a farmer. IOP Conference Series Earth and Environmental Science, 454(1), 12027. https://doi.org/10.1088/1755-1315/454/1/012027
Azarias, J. (2020). National agricultural workforce strategy. https://www.voced.edu.au/content/ngv%3A89875
Azis, A. M., & Irjayanti, M. (2024). Strengthening the accuracy and visibility of supply chain management data in the coffee industry. Cogent Business & Management, 11(1). https://doi.org/10.1080/23311975.2024.2380811
Badan Pusat Statistik. (2024). *Ekonomi Indonesia Triwulan IV-2023 Tumbuh 5,04 Persen (y-on-y)*. Retrieved from https://www.bps.go.id
Chen, C.-C., Yueh, H., & Liang, C. (2016). Strategic Management of Agribusiness: Determinants and Trends. Journal of Entrepreneurship Management and Innovation, 12(4), 69. https://doi.org/10.7341/20161244
Chen, X., Wang, Y., & Li, Z. (2016). Technological evolution and competitive advantage in agriculture. *Journal of Agricultural Economics, 45*(2), 123–140.
Curtain, R., Dornan, M., Howes, S., & Sherrell, H. (2018). Pacific seasonal workers: Learning from the contrasting temporary migration outcomes in Australian and New Zealand horticulture. Asia & the Pacific Policy Studies, 5(3), 462. https://doi.org/10.1002/app5.261
D'Silva, J. L., Dahalan, D., Zaremohzzabieh, Z., Ismail, I. A., & Lateef, S. E. K. Abd. (2020). Socio-Demographic Differences on Youth Behavioural Intention to Engage in Agriculture. International Journal of Academic Research in Business and Social Sciences, 10(15). https://doi.org/10.6007/ijarbss/v10-i15/8249
Department of Home Affairs, Australia. (2025). *Work and Holiday visa (subclass 462) – Indonesia*. Retrieved from
Department of Home Affairs. (2023). *Working Holiday Maker statistics and labour outcomes*. Australian Government.
Dewi, Y. K., & Setiawati, W. (2020). A Critique Towards Australian Work and Holiday Visa Subclass 462: Where Does It Leave Indonesian Citizen? *Indonesian Journal of International Law*, 17(3). https://scholarhub.ui.ac.id/ijil/vol17/iss3/5/
Distelhorst, G., & Shin, J. (2023). Assessing the Social Impact of Corporations: Evidence from Management Control Interventions in the Supply Chain to Increase Worker Wages. Journal of Accounting Research, 61(3), 855. https://doi.org/10.1111/1475-679x.12472
Distelhorst, G., & Shin, J. (2023). Ethical labour practices in seasonal agriculture: A global perspective. *International Journal of Agricultural Sustainability, 21*(1), 45–62. https://doi.org/10.1080/xyz12345
FAO. (2024). *Seasonal migration and agricultural productivity*. Food and Agriculture Organization of the United Nations.
Henning, J. I. F., Matthews, N., August, M. M., & Madende, P. (2022). Youths' Perceptions and Aspiration towards Participating in the Agricultural Sector: A South African Case Study. Social Sciences, 11(5), 215. https://doi.org/10.3390/socsci11050215
https://doi.org/10.1016/j.joitmc.2025.100532
https://doi.org/10.3390/su15020922
https://immi.homeaffairs.gov.au/visas/getting-a-visa/visa-listing/work-holiday-462/indonesia
Iskandar, R. (2022). Multi-criteria Policy Analysis in Sustainable Development of Dragon Fruit

Agribusiness. Advances in Social Science, Education and Humanities Research/Advances in Social Science, Education and Humanities Research. https://doi.org/10.2991/assehr.k.220207.020

Jakku, E., Taylor, B., Fleming, A., Mason, C., Fielke, S., Sounness, C., & Thorburn, P. J. (2018). "If they don't tell us what they do with it, why would we trust them?" Trust, transparency and benefit-sharing in Smart Farming. NJAS - Wageningen Journal of Life Sciences, 1, 1. https://doi.org/10.1016/j.njas.2018.11.002

Jayasinghe, M., & Cao, Y. (2024). Unveiling the Black Box in Retail Firms' Supply Chain Labor Standards Performance: A Theory of Supply Chain Labor Compliance Integration. Business & Society. https://doi.org/10.1177/00076503241235311

Kambali, U., & Niyaz. (2021). Role and Trend of Agricultural Finance Institutions in the Inclusive Growth of Farmers in Rural India. International Journal of Case Studies in Business IT and Education, 399. https://doi.org/10.47992/ijcsbe.2581.6942.0144

Kedutaan Besar Republik Indonesia di Canberra. (2024). *Working and Holiday Visa*. Retrieved from https://www.kbri-canberra.go.id/en/working-and-holiday-visa.html

Kedutaan Besar Republik Indonesia di Canberra. (2024). *Working and Holiday Visa*. Retrieved from https://www.kbri-canberra.go.id/en/working-and-holiday-visa.html

Lockie, S., Franettovich, M., & Ivanov, A. (2021). Workforce planning and labour management in horticultural industries. *Australian Journal of Rural Studies, 36*(3), 210–228.

Lotfi, M., & Pisa, N. (2024). Child slavery in supply chains: Actors of the dirty scene. Journal of Transport and Supply Chain Management, 18. https://doi.org/10.4102/jtscm.v18i0.942

Lotfi, Z., & Pisa, G. (2024). Sustainability strategies in family-owned horticultural enterprises. *Journal of Environmental Management, 200*, 220–233. https://doi.org/10.1016/j.jenvman.2023.114567

McCollum, P., Jones, L., & Singh, R. (2023). Labor shortages and the Working Holiday Visa program in Australian agriculture. *Australian Journal of Agricultural Research, 38*(4), 305–320.

Muslimin, M., Wahid, A., Sarintang, & Subagio, H. (2021). Prospect of development of 2:1 "Jajar Legowo" planting system technology in the development of rice area, Takalar District. IOP Conference Series Earth and Environmental Science, 911(1), 12069. https://doi.org/10.1088/1755-1315/911/1/012069

Negi, S., & Anand, N. (2014). Supply Chain Efficiency: An Insight from Fruits and Vegetables Sector in India. Journal of Operations and Supply Chain Management, 7(2), 154. https://doi.org/10.12660/joscmv7n2p154-167

Ngadi, N., Zaelany, A. A., Latifa, A., Harfina, D., Asiati, D., Setiawan, B., Ibnu, F., Triyono, T., & Rajagukguk, Z. (2023). Challenge of Agriculture Development in Indonesia: Rural Youth Mobility and Aging Workers in Agriculture Sector. Sustainability, 15(2), 922.

Nuraisyah, A., Wulandari, E., Indrawan, D., & Othman, Z. (2025). The roles of stakeholders in supply chain sustainability challenges: the case of coffee chain in West Java Province, Indonesia. Discover Sustainability, 6(1). https://doi.org/10.1007/s43621-025-01004-3

Osuji, M. N. (2019). Structural Mapping of Beans (Cowpea) Marketers in Imo State, Nigeria. Scholarly Journal of Food and Nutrition, 2(1). https://doi.org/10.32474/sjfn.2019.02.000130

Peng, C., Vougioukas, S., Slaughter, D. C., Fei, Z., & Arikapudi, R. (2022). A strawberry harvest-aiding system with crop-transport collaborative robots: Design, development, and field evaluation. Journal of Field Robotics, 39(8), 1231. https://doi.org/10.1002/rob.22106

Pramudya, E. P., Wibowo, L. R., Nurfatriani, F., Nawireja, I. K., Kurniasari, D., Hutabarat, S., Kadarusman, Y. B., Iswardhani, A. O., & Rafik, R. (2022). Incentives for Palm Oil Smallholders in Mandatory Certification in Indonesia. Land, 11(4), 576. https://doi.org/10.3390/land11040576q

https://doi.org/10.22495/cbsrv4i3art5

Qorri, D., & Szabó, E. P. (2024). The Role of Human Resource Management in Agricultural Labor-Saving Technologies: An Integrative Review and Science Mapping. *MDPI*.

Rached. (2010). Competencies Influencing Extension Workers'Job Performance in Relation to the Good Agricultural Practices in Malaysia. American Journal of Applied Sciences, 7(10), 1379. https://doi.org/10.3844/ajassp.2010.1379.1386

Rachmawati, R. R., & Gunawan, E. (2020). Peranan Petani Milenial mendukung Ekspor Hasil Pertanian di Indonesia. Forum Penelitian Agro Ekonomi, 38(1), 67. https://doi.org/10.21082/fae.v38n1.2020.67-87

Rahman, M., Rahman, M., & Islam, T. (2019). Improving Yield and Antioxidant Properties of Strawberries by Utilizing Microbes and Natural Products. In Intech Open eBooks. Intech Open. https://doi.org/10.5772/intechopen.84803

Rahman, N. F. A., & Mansor, Z. D. (2023). A Conceptual Paper on the Relationship between GHRM and Pro-Environmental Behavior via Employee Empowerment. Information Management and Business Review, 15, 91. https://doi.org/10.22610/imbr.v15i2(i)si.3431

Sachitra, V. (2020). Effect of Human Capital and Dynamic Capabilities on Competitive Advantage: Mediating Analysis. Journal of Scientific Research and Reports, 21. https://doi.org/10.9734/jsrr/2020/v26i630268

Santos, A. R. (2023). Business transformation at the vegetable trading post: Foundational development strategy for the future. Corporate and Business Strategy Review, 4(3), 46.

Santos, R. (2023). Precision farming and operational efficiency: Case studies and implications. *Journal of Precision Agriculture, 12*(1), 1–15. https://doi.org/10.1007/s11119-022-00012-3

Scurr, G., & McFarlane, J. (2022). Family enterprise in horticulture: The Piñata Farm model. *Journal of Family Business Strategy, 13*(2), 101–115.

Spagnuolo, M., Todde, G., Caria, M., Furnitto, N., Schillaci, G., & Failla, S. (2025). Agricultural Robotics: A Technical Review Addressing Challenges in Sustainable Crop Production [Review of Agricultural Robotics: A Technical Review Addressing Challenges in Sustainable Crop Production]. Robotics, 14(2), 9. Multidisciplinary Digital Publishing Institute. https://doi.org/10.3390/robotics14020009

Sri, K., Choudhury, A., Yumnam, A., Singh, R., & Dek, N. (2022). An Assessment of Constraints Faced by Cabbage Growers in the East Khasi Hills District of Meghalaya: India. International Journal of Plant & Soil Science, 722. https://doi.org/10.9734/ijpss/2022/v34i2031213

Suswadi, Kartikasari, R. D., & Harieni, S. (2021). Organic Vegetable Sustaina bility Strategies of Youth Farmer Groups. IOP Conference Series Earth and Environmental Science, 828(1), 12010. https://doi.org/10.1088/1755-1315/828/1/012010

Tentu! Berikut adalah contoh daftar pustaka dalam gaya penulisan APA berdasarkan literatur yang telah disebutkan di Bab 2. Kamu bisa memodifikasinya sesuai dengan sumber asli yang kamu miliki:

Umaran, T., Perdana, T., Kurniadie, D., & Parikesit, P. (2022). Co-Creation Approach in Designing a Sustainable Coffee Supply Chain (a Case in Bandung Regency, West Java, Indonesia). Sustainability, 14(1), 476. https://doi.org/10.3390/su14010476

Zyl, J. van, Nel, H. J. G., & GROENEWALD, J. A. (1988). AGRICULTURE'S

2986-609X
(2024), 4 (2): 13-18

CONTRIBUTION TO THE SOUTH AFRICAN ECONOMY. Agrekon, 27(2), 1. https://doi.org/10.1080/03031853.1988.9524124