



## On the Theory of Contingency: And Its Relation to Association and Normal Correlation

By Karl Pearson

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On the theory of contingency and its relation to association and normal correlation. Draper's Co. Research Memoirs Biometric Series, 1 (Reprinted 1948 in Karl Pearson's Early Statistical Papers. Jan 1904. K Pearson. Measures, models, and graphical displays are considered here for the analysis of nonindependence (or association) in the contingency table. Some of the work done on this topic during the twentieth century is discussed, including work done very early in the century and related work done near the middle and near the end of the century. Brief comments are also included here on the prehistory of this topic (on related work on this topic done in the nineteenth century) and on its future in the twenty-first century. The contingency theory of organizational structure will be termed here 'structural contingency theory' (Pfeffer 1982). Kuhn (1970) argues that scientific research proceeds within the framework of a paradigm, which specifies the core theoretical ideas, the assumptions, language, method and conventions. Thus the study of organizational structure is presently pluralistic with conflict between paradigms and normal science within the paradigms (Aldrich 1992; Donaldson 1985a, 1995a; Pfeffer 1993). Since other chapters in this Handbook deal with other paradigms we will here concentrate on the contingency paradigm. (Pearson, On the Theory of Contingency and Its Relation to Association and Normal Correlation, 1904, pp. 5-6.) Pearson explains in the introduction that he and others had previously considered categorical variables as ordered in all circumstances, and had analysed them as such. For example, in order to analyse eye colour, one arranged eye colours in what appeared to correspond to varying amounts of orange pigment [...] The point of the paper is to develop methods for analysing categorical variables without putting some artificial ordering on the categories. The first use of the term contingency... Pearson correlation is one of the oldest correlation coefficients developed to measure and quantify the similarity between two variables. Formally, Pearson's correlation coefficient is the covariance of the two variables divided by the product of their standard deviations. The form of the definition involves a 'product moment', that is, the mean (the first moment about the origin) of the product of the mean-adjusted random variables; hence the modifier product-moment in the name. I am not going to go into greater detail on the relative strengths and weaknesses of ordinal association versus linear association. The matter has been extensively discussed elsewhere.

A contingency theory is an organizational theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. Contingent leaders are flexible in choosing and adapting to succinct strategies to suit change in situation at a particular period in time in the running of the organization. A contingency table is a crossed table containing various attributes of a population or an observed sample. Contingency table analysis consists of discovering and studying the relations (if they...<sup>Â</sup> Pearson, K.: On the theory of contingency and its relation to association and normal correlation. *Drapers' Company Research Memoirs, Biometric Ser. I.*, pp. 1<sup>Â</sup>35 (1904)Google Scholar. Copyright information. <sup>Â</sup>© Springer-Verlag 2008. How to cite. Cite this entry as: (2008) Contingency Table. In: *The Concise Encyclopedia of Statistics*. Springer, New York, NY. Contingency theory is a set of behavioural theory which postulates that there is no single way or the best method to organize and lead an organization in a management set up. Instead, a leader should be appointed who can make decisions based on the situation and relative conditions. This theory was made popular by Fred Fiedler with his famous Contingency model, which paved way for further contingency theories and models with more details and understanding. Sergey Nivens/dollar photo club. Initiation of Contingency Theory. During the 1950<sup>Â</sup>™s, the Ohio State University carried out a study of lead At head of title: Department of Applied Mathematics. University College, University of London. Mathematical contributions to the theory of evolution. XIII. Series. *Drapers' Company research memoirs. Biometric ser -- I, Mathematical contributions to the theory of evolution -- XIII.*, *Drapers' Company research memoirs -- s. 1. The Physical Object. Pagination.* On the theory of contingency and its relation to association and normal correlation. *Draper' Co. Res. Memoirs (1904) Biometric Series 1*, pp 34.Google Scholar. [26]Pearson, K., On the general theory of multiple contingency with special reference to partial contingency, *Biometrika*, 11 (1916), 145<sup>Â</sup>158.CrossRef Google Scholar. [27]Roy, S. N. and Kastenbaum, M. A., On the hypothesis of <sup>Â</sup>no interaction<sup>Â</sup>™ in a multi-way contingency table, *Ann. math. Statistics*, 27 (1956), 749<sup>Â</sup>756.CrossRef Google Scholar.<sup>Â</sup> On statistical independence and zero correlation in several dimensions. *Journal of the Australian Mathematical Society*, Vol. 1, Issue. 4, p. 492.